



## NEWS: MAASTRICHT IN THE BALANCE

□ LAST week's Danish vote against the Maastricht treaty sent tremors through the European Community. Mr Uffe Ellemann-Jensen, the Danish foreign minister, did his best to salvage the remnants of Denmark's European policies; President François Mitterrand called a referendum; Chancellor Helmut Kohl confronted growing German opposition to European monetary union; Prime Minister John Major

faced a backbench Commons revolt which could sabotage Britain's bid to play a constructive European role during its six-month presidency starting next month; and Italy struggled on with the task of trying to form a government.

EC foreign ministers met in Oslo, and tried to pretend it was business as usual. Around the continent the voters pondered the confusion – and wondered what it all meant. Denmark's

referendum exposed a deep gulf between the pro-Maastricht policies of the country's political establishment and the hopes and fears of ordinary voters.

To assess reaction to last week's events, Financial Times reporters went on to the streets at the weekend and asked citizens in Britain, France, Germany and Italy for their views on the Community's post-Copenhagen crisis.

## Threat to D-Mark touches a raw nerve

IT WAS someone's birthday and the pils and kolsh were going down at full throttle. A dozen Aacheners in a town centre bar were alternately mourning and laughing themselves half to death over the topics of the day.

Faces lengthened briefly at the news that Steffi Graf had just lost the French Open tennis championship to Monica Seles. And, inexplicably, one of the party had not heard of the death of Benny Hill. "A great artist. We needed clowns like him," he said.

Gitta, the birthday girl, about 65 with cyclamen-carrot hair, stepped into the breach: "What we need is more asparagus and more sex for senior citizens. There's thousands of things to do with asparagus..."

"Oh aye, and the city can't tax you on it!"

There was plenty to laugh at and nothing was sacrosanct: the revered "king of vegetables" (approaching its seasonal peak), the British royal family (close to its nadir), plans to house asylum-seekers in converted rail and road containers, and the "Genscher peso".

The proposed single European currency has already found its own local identity in Aachen in an expression of gentle mockery for the recently retired foreign minister, Mr Hans-Dietrich Genscher, combined with something close to contempt for the gall of those who think a half-baked amalgam of lesser European curren-

### AACHEN, GERMANY

ties can replace the D-Mark. "The Ecu? What kind of a currency is that? What about Genscher pennies?" How they roared. No disrespect, Bert explained later. It was a quirk in pronunciation that made the joke such a hit. The tone of the badinage was back to asparagus and pensioners' rights.

But seriously, said Bert, he had no objections to the single currency. He blithely cited the endless assurances from Bonn and the Bundesbank that, whatever it was called, it would have all the stability and value of the D-Mark. "Oh aye, you don't care because you're a bloody millionaire," said Gitta. "How will I manage?"

Aacheners have so far managed well enough with everything the European Community has offered. It was in their town, in the late 1970s, that the German model for the European monetary system was adopted. And it was just 30km down the road in Maastricht that the treaties designed to bind European political and monetary union were signed.

They live in a border community, "Eurogio Maa-Rhein" encompassing the people, cultures and currencies of Germany, the Netherlands and Belgium. The local newspaper costs DM1.50, BFr25 or Fl 17.50 depending on what you have in your pocket. As almost every-

where else in western Germany, the 12-starred Community banner is part of the civic fixtures and retailers' fittings.

Bert claims to speak for his friends: the Danes "do things as they want" and that is fine. He does not want a referendum on the Maastricht treaties, and he does not believe last week's TV and radio phone-in polls, which suggested more than 90 per cent of Germans would vote No if they were asked.

If pressed, he is more worried about Russian-built nuclear weapons all over eastern Europe, instability beyond the Community's eastern borders, and how much of his pay packet goes to east Germany. "The political classes have got many big jobs to do, and we should ask ourselves if they are big enough to do them."

A straw poll of a dozen Mass-Rheinlanders too pleased at the prospect of the long Whitson weekend to worry much about subsidiarity suggests that the sole implication of the Maastricht treaties which has impinged on local consciousness is the loss of the D-Mark – and it is resented. But Europe is Europe, with or without the Danes or, in the end, the Maastricht.

Rudi, a local visiting from his new home in Düsseldorf, worries that "even I, a businessman who understands the treaties," cannot properly envision the outcome when they

come fully into effect. The politicians who signed them, he says, have been irresponsible; too preoccupied with scoring party political points at home. "Some people say the Danes did not properly understand Maastricht. If that is true it must also be true here. We Germans are not so clever."

There are signs that the "political classes" are waking up to the reality of an information gap. Mr Friedrich Bohl, minister in the chancellor's

office, made a ponderous effort at clarification after the Danish referendum shock last week.

Without the union, he said,

there would be no European environmental policy and markets would be lost.

Acknowledging popular concerns, he added there would be no way of stopping the flow of refugees and Germany would be defenceless against organised international crime.

The Foreign Ministry, mean-



while, has sponsored a computer quiz game – On the road to Europe – intended to deepen appreciation of the Community neighbourhood. It was launched at the Europefest in Erfurt, eastern Germany, yesterday. Questions include the French national anthem called 'La Bouillabaisse? Who or what is the Iron Lady? and How do Danes decorate their Christmas trees?

Christopher Parkes

## Bastion of British culture wary of a bouncer from Brussels bureaucrats

HERE is plenty of indifference to Europe on the shopping streets of Coulsdon, a community nestling on the green edge of London's southern sprawl. This is tempered by a fair amount of benign Euro-mindedness.

It must be remembered, though, that Coulsdon is a bastion of British culture. It is the place where the world's first proper game of cricket was recorded in 1766. So it is hardly surprising that, on Saturday, the main emotion expressed towards Brussels was suspicion tinged with stubbornness.

A united Europe would encroach on some cherished elements of British daily life which Coulsdoners are certainly not ready to give up.

"The Danish referendum is indicative of what the man in the street is thinking," declares Mr Colin Moore, a clerical officer from British Telecom. "There's a general feeling that Jacques Delors wants to be king of Europe."

Mr Moore does not want the Community, for example, to meddle with the content of British sausages. Warming to his theme he outlines other treasured traditions under threat. "We in this country are used to certain things, like milk being delivered to the door. To sweep all this away because others don't have it is wrong."

Representing Coulsdon's indifferent tendency, by contrast, is the robust

### COULSDON, ENGLAND

manageress in Coughlans Patisserie. Reluctantly she undergoes an FT interrogation while executing a strategically-placed order to sell four juicy Danish pastries.

No, she does not have time to think about the Maastricht treaty, she frowns. No, she has not done a record trade in unloading Danish pastries this week to Coulsdon customers celebrating the Danes' feat in leaving the Community sticky-fingered. No, she glares she does not particularly like them herself.

Mr Martin James, who runs a busy butcher's shop, is more forthcoming. He is more positive, too. He scoffs at Mr Moore's suggestion that Brussels would interfere with his sausage trade. "Ten years ago they said Brussels would stop us selling fresh turky. Nothing happened."

Mr James says Yes to Europe. "It's better to be united." He gazes at his wares – leek sausages, Chinese-style chicken wings, marinated lamb – and senses that the forces of internationalism are marching in the right direction.

"We didn't sell all this before," he says contentedly.

Another man who believes that "a united Europe is essential" is Mr Robert Cook, an elderly ex-army officer who met his German wife while in occupied Germany after the Second

World War. They are stocking up supplies after spending three weeks near Hanover visiting relatives. Nonetheless, he adds: "I can understand why people are a bit wary."

Worries springs from most Coulsdoners. Mrs Pat Butcher, serving in a stationer's shop, spots a creeping but ill-defined menace from Brussels. She would love to say No in a British referendum. "They will take away our individuality. I don't want to be moulded into one." What does she most fear from Brussels? "They're already laying down the law, aren't they," she replies. In what areas? "You know, silly little things," she replies.

Mr Kevin Wood, headmaster of a local school, says the Danish result is "very encouraging". He explained it all at the school assembly on Wednesday, recalling to the children how Sir Thomas More also declined to say Yes (although this was to Henry VIII over a royal divorce, of all things, and not to a Delors edict on sausages). Mr Wood stood for Labour in Leicester-shire on an anti-EC ticket in the 1970 election, lost by 17,000 votes, but now feels the satisfaction of late vindication.

Just back from a coach tour of France, Germany, Switzerland and Italy with Surrey teachers, Mr Wood backs links with Europe, but does not

want full integration. "The Danish vote tells me there is a groundswell of anti-common market feeling."

Mrs Joan Fazackerley pauses while guiding two small children down the street. "I'm in favour of being in Europe, but not of losing our independence. I'm not in favour of one currency." She would say No to Maastricht in a British referendum.

Mr George Stewart, the joint proprietor of a gun shop, sees no reason why Britain should have to give up driving on the left. He, too, has a German wife and observes with pleasure how many Germans do not want to get rid of the street.

Mr Stewart is also concerned about the remoteness of Brussels. "The line of communication between the people making the decisions and the man in the street is so tenuous as to be invisible."

Coulsdon clearly believes in town planning. Handily placed next door to the gun shop is the parlour of W A Truelove, funeral directors. Just on the outskirts of town. We have to watch our prices...

We don't have to worry about cheap foreign imports: we Italians don't like buying foreign produce – we are still used to buying things in season."

One of Aldo's customers interjects: "The common market's been good to us – why should we think of a referendum? They've given us too much money to the south; but round here people in agriculture have

David Marsh

## Cosmopolitan mix keeps support for European unity alive

THE spirit of Maastricht is alive and well – on the surface, at least – among the many races and creeds milling around the market in Saint-Denis on the northern outskirts of Paris.

Saint-Denis has an incongruous mix. It is one of France's most cosmopolitan towns; Corsicans, Arabs, Poles and Africans mill through the streets. The kings and queens of France lie buried inside the town's single-tower Gothic cathedral. The town hall is run by the Communist party, which believes the Maastricht treaty is an affront to national freedom. One in four of the town's residents vote for the extreme right-wing National Front, whose leader Jean-Marie Le Pen is France's chief anti-Maastricht campaigner. And yet, on the evidence of the market-place, Saint-Denis is decidedly pro-European.

The Danish vote against Maastricht has made almost no impact on 10 French nationals picked at random from this colourful gathering. Half of them were of foreign extraction – proof of France's tradition of assimilating people of different cultures. Seven of the 10 said they would definitely vote for Maastricht in the referendum announced by President François Mitterrand on Wednesday, one said no and two had not made up their minds.

"Anything that moves to a single Europe is good," says Mr Hamadache Areski, 38, a trader selling billowy underwears to Saint-Denis' larger ladies. Mr Areski considers himself badly informed on the details of Maastricht, and then reels off most of the main points with startling expertise. Significantly, the only firm anti-Maastricht voter in the

The National Front and the Communists won a combined 50 per cent of the vote in regional elections held in March, so it is surprising to find so many people in the streets confessing to be pro-European.

Mr Le Pen's supporters blame immigrants – 28.5 per cent of Saint-Denis' population is foreign – for the 14 per cent unemployment rate, four points above the national norm. Saint-Denis is also poor; nearly half its households have no car and a quarter have no bathroom, toilet or central heating, according to a study by the town hall.

Perhaps the town's non-Europeans think the EC will improve their lot, while the anti-Europeans want to defend their livelihoods against a possible increase in immigration. Significantly, the only firm anti-Maastricht voter in the

### SAINT-DENIS, FRANCE

FT's straw poll was of French origin.

Mrs Françoise Danphat, a middle-aged woman who works in a clothes shop, says: "I'm glad the Danes said no. Perhaps the single European currency is a good idea. But opening the frontiers is bad. There are already too many immigrants in Saint-Denis and too much unemployment."

Mrs Danphat, who says she votes for the neo-Gaullist opposition, adds: "Look what happened when Germany let down the wall. We don't want that here."

A young French girl, sitting at the information desk in the nearby town hall, claims never to have heard of Maastricht, let alone its treaty. In any case, questions on Europe's future are not her business

and should be addressed to the electoral office, she says, a reflex which shows typical French belief that the public administration knows everything.

The office is run by Mr Philippe Chartier, a police, bespectacled 26-year-old, who agrees that average French people are not well enough informed on the content of the Maastricht treaty, and have largely left the subject to their respected administration.

Public ignorance may have contributed to the Danish problem, he says, adding that this factor might have been underestimated by the French government.

"French people tend to see Maastricht as a source of conflict between political parties, rather than for what it is," he says. "The Danes might be right."

says Mr Chartier believes that voters will view the Maastricht referendum as much as a chance to express a view on the increasingly unpopular Mitterrand presidency as on the treaty. The referendum could thus backfire.

"Even so, I think only four out of 10 in France will say no," he says.

Back in the street, a surprising number of locals talk about the need for Europeans to band together against perceived US domination. Mr Bernard Mascheroni, 61, a part-time landscape painter, says black coffee in a bar as he argues: "European union will make us all stronger, so that the EC can resist US imperialism."

The threat to national identity is a marginal problem for a multiracial district like Saint Denis, he points out. "The Danes might be right."

William Dawkins

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# EC ministers to pursue single market

By David Gardner in Brussels

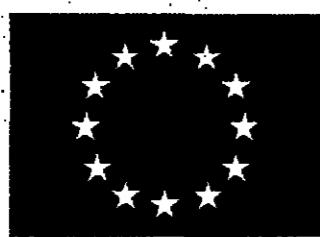
EC finance ministers meeting in Luxembourg tomorrow will try to give the impression of business-as-usual, despite uncertainty over the future of the Maastricht treaty, by advancing measures to create next year's single market.

Ministers will have their first formal look at Spain's "convergence" programme, under provisions whereby the 12 examine each member state's efforts to prepare for economic and monetary union (emu), by converging their fiscal and monetary performance towards targets set by Maastricht.

Following Denmark's rejection of the treaty last week, this increasingly important exercise in mutual bullying will be watched more closely by markets anxious about whether emu and a single currency are now feasible by the target dates of 1997, or 1998 at the latest.

Ministers will also have their first serious discussion on the European Commission's plans to increase EC revenue by more than 30 per cent from now to 1997. This increase partly flows from Maastricht pledges to increase fiscal transfers to Spain, Portugal, Ireland and Greece, the Community's poorest members.

The size of the increase is hotly disputed by Germany and the UK, the EC's two biggest



## MAASTRICHT IN THE BALANCE

net contributors. But if the EC fits itself into a further argument about money, the prospects of ratifying Maastricht could be clouded further. The most potent weapon of the Irish government, for instance, is holding a referendum on June 18, is EC cash.

The finance ministers will also continue the EC's increasingly controversial efforts to persuade the UK to harmonise its value added tax rates with the rest of the Community as part of the single market.

Christopher Parkes adds from Bonn: Chancellor Helmut Kohl said yesterday EC leaders would agree to accelerate the pace of enlargement at their next summit in Lisbon later this month.

"The train will not stop," he added in a robust response to the Danish referendum's "no" to political and monetary union. "We want to step up the pace rather than slow it down," he said in a radio interview.

Observers believe the Serbian leader does have authority over forces in Bosnia, writes Judy Dempsey

**M**URCIN THORNERRY, the United Nations mediator in the besieged Bosnian capital of Sarajevo, is pinning all his hopes on the coming days.

Following lengthy negotiations between the Bosnian presidency and Serb militia groups at the weekend, an agreement was reached to reopen Sarajevo airport.

As long as the airport remains blocked by the Serb forces, the more likely the people of Sarajevo will die of starvation. Its remaining 300,000 inhabitants have been without food, water, electricity and medicine, after Serb forces started bombing and besieging the city nine weeks ago.

Mr Thornberry wants UN troops to take control of the airport, as well as the surrounding areas. But any successful implementation of this plan depends on Serbian President Slobodan Milosevic.

In an attempt to distance himself from the fighting in Bosnia-Hercegovina so as to end the UN sanctions imposed on Serbia a week ago, Mr Milosevic claims he no longer controls the forces in Bosnia. Few experienced UN or western diplomats in Belgrade believe him. They say the fighting in Bosnia could be reduced if the Serbian president chose to call in the Serbian commanders who control large sections of that war-torn republic.

These commanders are located in four key centres: Sarajevo; Pale, which is close to the capital; Banja Luka in the north-east; and Tuzla, in the east of Bosnia.

In Sarajevo, Mr Milosevic's

hand-picked man is General Ratko Mladić. Formerly Yugoslav army commander in the self-proclaimed Serbian republic of Krajina, south-western Croatia, he was appointed head of the Yugoslav army in Sarajevo by Mr Milosevic in early May. A few days later, he was made chief of Serbia's proxy Bosnian army.

Since then, along with Mr Radovan Karadžić, leader of Bosnia's Serb Democratic party (the sister party of Mr Milosevic's ruling Serbian Socialist party), General Mladić has ruthlessly tried to starve Sarajevo into submission.

Through siege and bombardment, he and Mr Karadžić, whose headquarters is now in

Pale, want to divide the city's ethnically-mixed, but close-knit, community into separate Croat, Moslem and Serb districts.

To the north-west, in the 195,000-strong city of Banja Luka, a Serbian stronghold, a more insidious campaign to create ethnically-pure Serb regions is under way. A special

"Centre for Migration", organised by Mr Brđanin Kuprasin and Mr Radislav Vukic, has been set up to administer the transfer of populations.

For example, Mr Kuprasin recently demanded that the mayor of Zenica, a city in central Bosnia, swap 30,000 Moslems and Croats from Banja Luka for Serbs from Zenica.

Before the fighting, Banja Luka was 55 per cent Serb, 15 per cent Croat, and 15 per cent Moslem. Zenica was 55 per cent Moslem, 15 per cent Serb and 15 per cent Croat.

Moslems refusing to move out of their homes are forced to, or are killed. When they try to flee, the men are often picked out of the convoys and shot. A bus driver, involved in bringing some of the 200 refugees from the eastern Bosnian town of Visegrad, recounted last week how Serb militia forces on the Serbian border turned back the convoy into Bosnia. The Serbs then stopped the bus, picked out 17 Moslems and shot them dead.

In Tuzla, Serb forces led by Mr Mile Dubajic began bombing the 131,000-strong city two weeks ago with the aim of driving out all non-Serbs, and consolidating that swathe of territory between Serbia proper and Tuzla. Over 47 per cent of the city is Moslem.

Like other Serb commanders, Mr Dubajic has no respect for UN or other relief agencies. UN told a senior international aid agency official that if he returned to the city, he would be shot personally by Mr Dubajic.

"They don't want us around because they don't want us to see the

atrocities," said a UN official.

Away from the main centres of fighting, UN and diplomatic military personnel returning from other regions in Bosnia explained how Serb and Croatian forces were driving out innocent civilians from villages through a policy of pillage, burning, and killing.

"In remote areas, Croats and Serbs are doing their own forms of ethnic cleansing in such a way that refugees who want to come home will have nothing to come home to," a senior UN official explained.

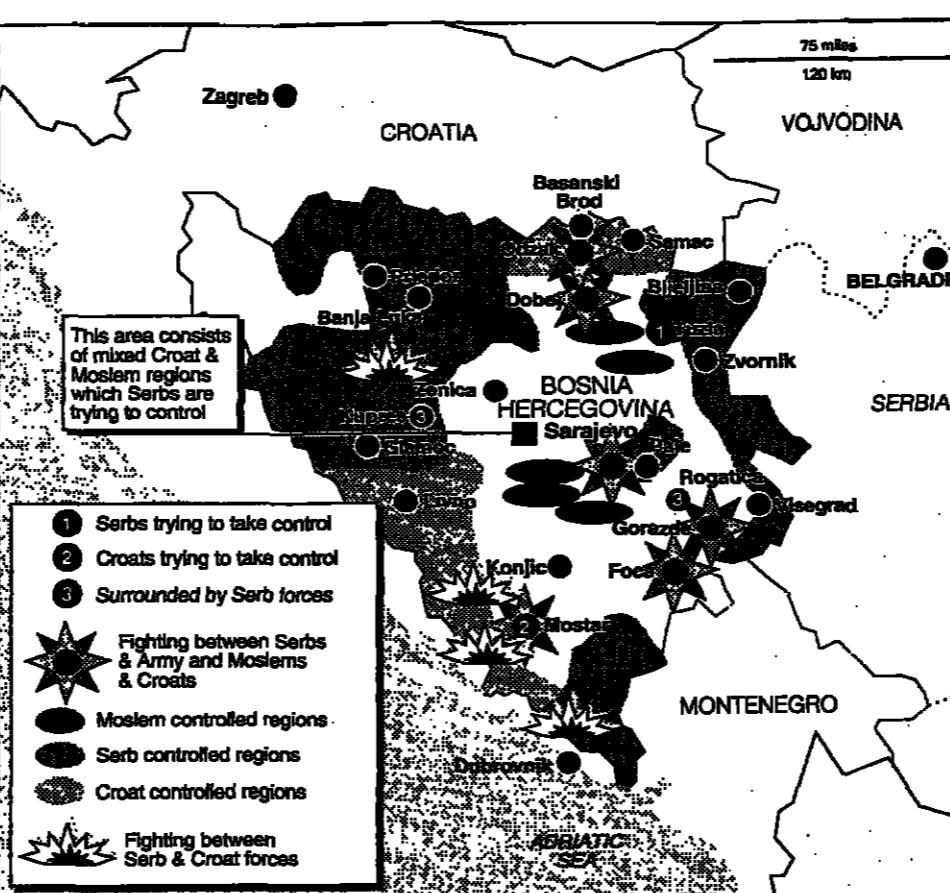
In regions around the south-western city of Mostar in Herzegovina, Croat forces under the command of Mr Slobodan Praljak, Croatia's assistant defence minister, have forced thousands of Serb villagers to flee into neighbouring Montenegro. UN officials say Croatian President Franjo Tuđman is using the international spotlight on Serbia to advance Croatia's own aims by trying to annex Herzegovina to Croatia.

But they still insist that Mr

Milosevic has the authority to order the siege of Sarajevo and its airport to be lifted, and the power to rein in General Mladić, Mr Karadžić and Serb militia groups.

A senior western diplomat said: "If Milosevic says he has

nothing more to do with Bosnia, why doesn't he prove it by halting all oil and money sent from Serbia to the army in Bosnia, and removing General Mladić?" He added: "Maybe, in his cynical and cowardly way, Milosevic will do it when Sarajevo has been completely destroyed."



# G7 summit set to streamline supply of expertise to eastern Europe

THIS year's Group of Seven economic summit in Munich will be asked to approve the creation of special co-ordination groups to improve the supply of western expertise to the former communist countries of eastern Europe and the former Soviet Union, write Peter Norman and Quentin Peel in Bonn.

Mr Horst Köhler, the German government's sherpas, or official, preparing next month's summit, said the states could no longer cope with the different advice and technical assis-

tance supplied by western states. He told the Financial Times that the G7 sherpas, representing the US, Japan, Germany, France, Britain, Italy and Canada, had already reached broad agreement for the summit to give the go-ahead to each of the emerging market economies.

These would link the efforts of the International Monetary Fund, the World Bank and possibly the European Bank for Reconstruction

and Development with those of interested western countries to ensure that macro- and micro-economic advice is better co-ordinated, and to eliminate some of the overlap and competition among western countries providing assistance. This would also give the G7 something to offer Russian President Boris Yeltsin, who will join the G7 leaders for talks after the summit.

The main goal of the summit, which runs from July 6 to 8, will be to boost the confidence of western

businesses and consumers and foster economic recovery. Mr Köhler said Germany, as the host country, was keen developing countries should not be left out of this process.

He said the summit would not institutionalise a new north-south dialogue. But there were many areas of shared interest between the industrial and developing countries, ranging from the environment, through economic growth, to combating the drugs trade and control-

ling immigration and epidemics.

The prospects for more fruitful contacts had increased since the collapse of communism and the increased adoption of market economics and ideas of good governance in the developing world.

The proposed focus on north-south relationships would give leaders a break from issues which could make the summit one of the more acrimonious G7 gatherings.

The still-faltering state of world

growth, Germany's high interest

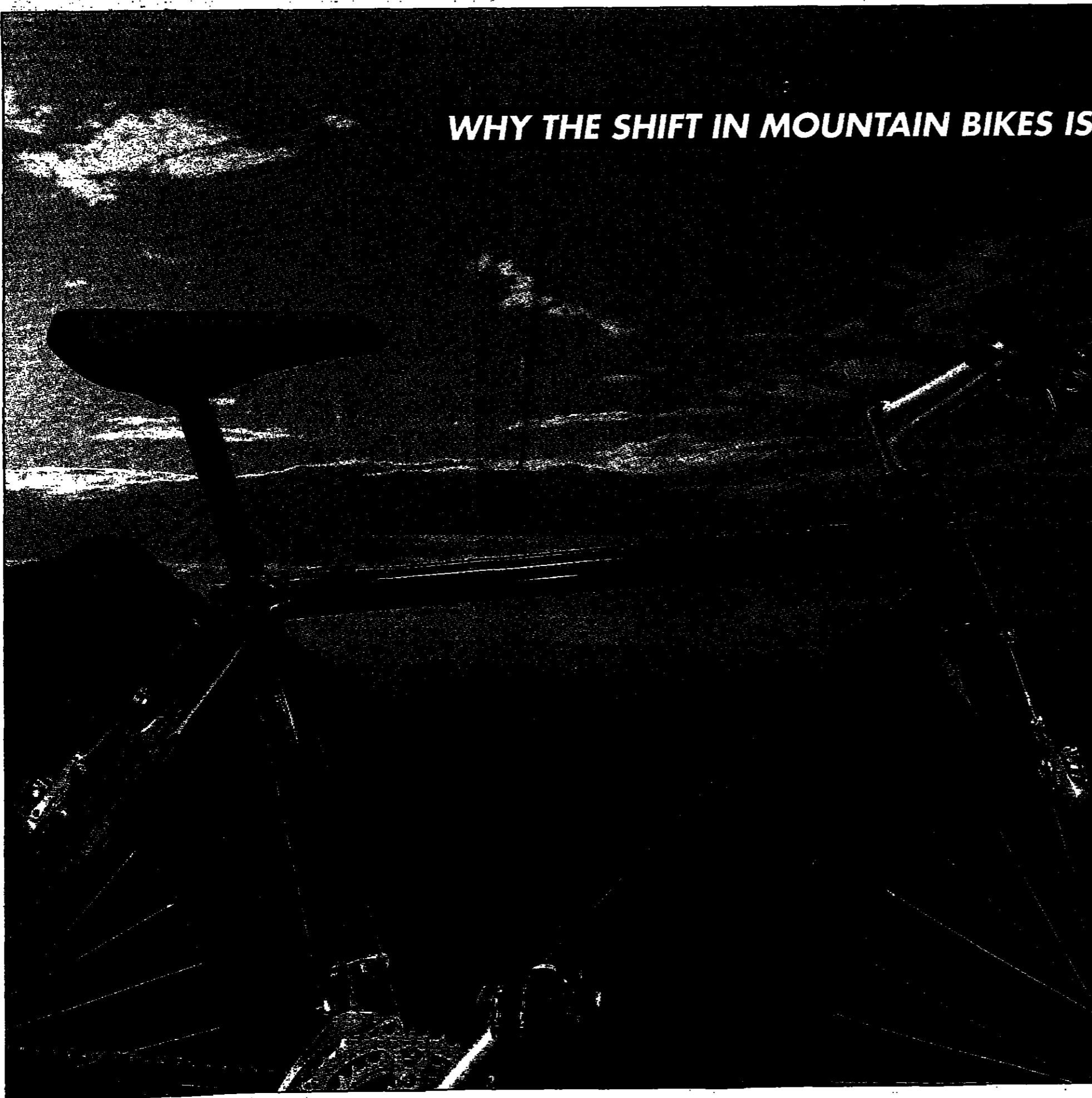
rates and the problems it is facing in absorbing the new eastern Länder, the possibility that the Uruguay Round of trade liberalisation talks will stay stalled until after November's US presidential election and the difficulties surrounding the former Soviet Union's emergence from communist dictatorship have set the scene for a meeting where there will be no easy answers.

The sherpas have so far failed to reach agreement on one important summit issue: how best to make

safe the nuclear power stations of the former east bloc. "We are not going to solve all the problems of the world at a stroke. It could be a failure," Mr Köhler admits.

However, Germany is doing its utmost to make the summit a success. For example, Mr Theo Waigel, the finance minister, has brought forward by two weeks the deadline for finalising next year's federal budget, to show that Germany is earnest about cutting the fiscal deficits caused by unification.

## WHY THE SHIFT IN MOUNTAIN BIKES IS TO TAIWAN.



Did you know that mountain bikes from Taiwan are among the world's finest in both design and performance?

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Mountain bikes aren't just made in Taiwan, they're very well made in Taiwan.

For example, Taiwan engineers helped develop state-of-the-art carbon fiber bike frames. They're twice as strong and 20% lighter than comparable alloy steel frames. And mountain bikes made in Taiwan continue to be among the top finishers in world championships.

The bike shown here is just one example of the outstanding engineering and craftsmanship coming from Taiwan today. Taiwan's designers and manufacturers are dedicated to creating a wide range of high quality products to help you reach your goals.

Whether it's getting to the top of a mountain. Or the top of your profession.

IT'S VERY WELL MADE IN  
TAIWAN

## NEWS: INTERNATIONAL

Indian government takes powers to seize assets of fraud suspects

## Standard Chartered hopes rise for missing £200m

By Richard Waters and R C Murthy in Bombay

THE Indian government has given itself power to seize assets of brokers and others suspected of fraud, boosting the chances of Standard Chartered and other banks recovering much of the large sums owed to them.

On Saturday, the government passed an ordinance giving it power to seize money diverted from the banking system as far back as April 1 1991. That period covers dealings

involving Standard Chartered, which the Indian central bank says is owed Rs10.55bn (£202m).

The order will save the UK-based bank from having to pursue its claims through the courts, which could take years.

The government also took powers to set up a special court to try allegations of fraud and corruption in the Bombay stock market scandal. Irregular securities trading, in which Mr Harshad Mehta, the Bombay broker, and others raised large sums from banks for stock

market manipulation, is at the heart of India's worst financial scandal.

The 10 so far charged appeared in court in Bombay on Saturday and were remanded in custody.

Mr S Venkitaraman, governor of India's central bank, said the scandal would not slow the pace of liberalisation of India's financial markets, though it had given ammunition to opponents of reform.

He said there was nothing he could have done to have prevented the Rs30.8bn (£600m)

fraud on the country's banking system, which has led to calls for his resignation.

There had been frauds in several banks, including Standard Chartered, with many deals not being reported to the bank's managers, he said.

"No central bank in the world has a policing system for that."

Mr Venkitaraman said he had been aware of similar abuses a year ago, though on a smaller scale, and had told banks then to make sure there were adequate controls.

The governor has been criticised because two banks at the centre of the fraud - State Bank of India and National Housing Bank - are owned by the Reserve (central) Bank and have bank representatives on their boards. Mr Venkitaraman said he had no direct control over the banks, but that the government was responsible for appointing their top managers.

While he denied that the Reserve Bank's main aim was to recover money for its subsidiaries, Mr Venkitaraman said: "There is a conflict because we put in share capital. It is unfortunate."

The central bank should not be represented on the boards of commercial banks and there should be complete separation of ownership and regulation, he said.

In the meantime, the Reserve Bank was confident that it would trace much of the missing money.

"We know where the money has gone. We are acting on some leads, and are still confident we will be able to recover assets." He refused to say whether provision made by Standard Chartered, which has set aside £50m, was adequate.

The central bank should not

## Nigeria's influential finance minister goes

By Michael Holman

NIGERIA'S influential finance minister, Alhaji Abubakar Alhaji, has been appointed high commissioner to Britain, and Mr Jibril Amimi, the oil minister, has resigned voluntarily, the country's military government announced at the weekend.

Nigerian officials said in Lagos last night that neither move signalled a significant change in government policy. But they declined to elaborate on the reasons for the changes. Initial speculation has linked the departure of the two men with recent violence in Lagos and Kaduna, blamed partly on fuel shortages and deteriorating economic conditions.

There have long been suggestions, however, that Mr Amimi, 52, was planning to resign and stand for president in the election scheduled for December 5, the last stage in the phased handing over to civilian rule.

He is replaced by Mr Chu Okongwu, a former budget and planning minister and currently minister for special duties.

More striking is the move to London by "Triple A", the



"Triple A": formidable negotiator

widely used nickname for the former finance minister, who is succeeded by Mr Ahmed Abubakar, the Finance Ministry's director general (permanent secretary).

It would be uncharacteristic of him to treat the job as a sinecure, associates said yesterday, noting that he would be well placed to follow Nigeria's talks with western creditors.

His popularity within Nigeria has steadily diminished as economic hardship increased, the state's financial management deteriorated, and the Babangida government faced allegations of widespread corruption.

Increasingly influential after General Ibrahim Babangida seized power in 1985.

Triple A played a leading role in the implementation of the country's structural adjustment programme. With a combination of belligerence and charm, a shrewd understanding of western financial institutions, and a disarming capacity to quote from the classics of English literature, he won an international reputation as a formidable negotiator in his dealings with the International Monetary Fund (IMF), and in rescheduling Nigeria's external debt to government and commercial bank creditors.

He also emerged as a powerful but controversial figure in the politics of Nigeria's mainly Moslem north. With Gen Babangida's backing, he was installed last year as the Saraduna of Sokoto, entrenching his leading position in the Moslem hierarchy.

His popularity within Nigeria has steadily diminished as economic hardship increased, the state's financial management deteriorated, and the Babangida government faced allegations of widespread corruption.



VOTING WITH THE HERD: Election officials in Azerbaijan took the ballot boxes to the voters yesterday in the case of herdsmen unable to leave their sheep. The presidential election result could herald the unravelling of the Commonwealth

of Independent States (CIS) and a decisive phase in the war with Armenia. Reuter reports from Baku.

The Popular Front leader, Mr Abulfaz Elchibey, the likely election victor, wants Azerbaijan to leave the CIS and UN peace-

keepers on the Armenia border.

Under Mr Elchibey, this oil-producing Transcaucasian nation would lean towards Turkey in its foreign policy, pursue free-market reforms and take a cautious line on Nagorno Karabakh.

### NEWS IN BRIEF

## Tokyo tussle over UN peace force bill

JAPANESE opposition parties have held up passage of the controversial United Nations peacekeeping bill by a marathon display of filibustering, culminating in a slow voting technique called the "ox-walk", writes Stefan Wagstyl in Tokyo.

Exhausted members of the Diet's upper house were last night preparing for a fourth consecutive all-night session as party leaders argued over the bill, which would allow Japanese troops to join UN peacekeeping operations. The bill has divided the country, with supporters wanting Japan to play a bigger world role and opponents fearful of expanding the military's role. The ruling Liberal Democratic Party, which forced the bill through the Diet's lower house last year, hopes today to overcome intense opposition in the upper house from left-wing parties.

### OAS talks of Haiti action

SEVERAL members of the Organisation of American States are considering military intervention in Haiti, after the failure of diplomatic efforts and an economic embargo to secure the return to office of ousted president Jean-Bertrand Aristide, writes Canute James in Kingston.

According to diplomats, several Caribbean and Latin American countries are discussing "surgical and selective strikes" in Haiti by a multinational force. The intention would be to "weaken the resolve" of the Haitian military to hold on to power. But President Bush said yesterday he was not yet thinking about using force and hoped sanctions could be made effective.

### Lebanese economy weakens

The Lebanese economy deteriorated sharply in the first third of 1992, the Beirut Chamber of Commerce and Industry reported at the weekend, writes Lara Marlowe in Beirut.

Researchers cited decreased activity in most economic sectors, capital flight after a wave of rumours about some banks, postponement of foreign reconstruction aid and a fall in the value of the Lebanese pound. Bank deposits in Lebanon fell to \$5.8bn in March compared with \$8.2bn in March 1991. The central bank's foreign exchange reserves, which stood at \$1.234bn at the end of last year, fell to \$630m in March because the bank had tried to

## World car sales to grow 1.3% in 1992

By Kevin Done, Motor Industry Correspondent

### WORLD CAR SALES FORECAST (000's)\*

	1991	1992	1993	1994	1995
WORLD TOTAL	34,202	34,569	35,746	38,143	40,464
Germany	4,158	3,887	3,471	3,552	3,748
Italy	2,340	2,234	2,256	2,287	2,400
France	2,031	2,167	2,283	2,369	2,457
UK	1,592	1,697	1,884	2,008	2,267
Spain	887	997	1,095	1,197	1,311
EC total	12,598	12,440	12,592	13,034	13,578
West Europe total	13,528	13,381	13,584	14,106	15,022
US	8,373	8,695	9,805	10,032	10,047
Japan	4,882	4,674	4,814	4,970	5,215
South Korea	745	836	919	993	1,132

### WORLD CAR PRODUCTION FORECAST (000's)\*

	1991	1992	1993	1994	1995
WORLD TOTAL	34,265	34,825	37,053	38,338	40,745
Germany	4,659	4,622	5,411	4,574	4,727
France	3,167	3,116	3,404	3,476	3,557
Spain	1,773	1,730	1,808	1,858	2,000
Italy	1,534	1,627	1,580	1,695	1,755
UK	1,296	1,390	1,691	1,778	1,999
EC total	12,826	12,865	13,464	13,887	14,728
West Europe total	13,163	13,176	13,815	14,286	15,171
US	5,733	6,228	6,702	6,798	7,051
Japan	9,753	9,618	9,882	10,005	10,243
South Korea	1,128	1,268	1,429	1,551	1,681

\*1991 actual, 1992/95 forecast.

Source: DRI World Automotive Forecast Report.

cent this year to 8.7m and to more than 10m by the mid-1990s.

The downturn in Germany, the biggest single market in Europe, is forecast to bottom out in 1993 at 3.5m, some 16 per cent or 700,000 cars below the 1991 peak with demand recovering from 1994 to reach 3.8m in 1995.

After growing by 38 per cent between 1988 and 1990 Japanese new car sales fell by 5 per cent last year to 4.9m. The DRI report forecasts that demand will weaken further this year by 4 per cent to 4.7m but will recover in 1993 to reach more than 5m again in 1995.

According to the DRI study new car sales in the European Community will grow from 12.6m in 1991 to 13.9m in 1996 with Japanese car manufacturers capturing a growing share of the market.

The market is forecast to be above 2m again in 1991 but not have recovered its 1989 peak of 2.3m until 1996.

The Japanese share of EC car sales is forecast to rise from 10.9 per cent in 1991 to 12.5 per cent in 1996. Japanese penetration is expected to grow in most EC markets but above

all in the UK, where the Japanese share is expected to rise from 11.6 per cent in 1991 to 15.9 per cent in 1996.

The capacity of Japanese car plants in Europe will probably exceed 700,000 units a year in 1996.

In the UK the new Nissan Micra, Toyota Corolla and Honda Synchro all start production this year. DRI forecasts that Japanese car production in the UK will rise to more than 600,000 in 1996 pushing UK car output to 2m, which would be 60 per cent or nearly 800,000 units above the 1991 level.

DRI says that after a weak recovery this year to 1.7m from 1.59m in 1991 new car sales in the UK will grow more strongly in 1993 by 12 per cent to 1.9m.

The market is forecast to be around 30 per cent of the total.

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# Protection of bio-diversity sparks Rio controversy

Earth Summit suggestions about the sharing of technology have upset the US, report David Lascelles and Christina Lamb

THE US's refusal to sign the Earth Summit treaty on biological diversity, and the doubts expressed by other countries such as the UK and Japan, have made this much the most controversial document at Rio. It is also one of the more complex because it covers new areas such as patent rights on bio-technology.

The purpose of the treaty is to create measures to protect the diversity of plant and animal life on the planet and prevent potentially valuable species being wiped out before they have even been discovered.

Scientists estimate that there are at least 10m species in existence, of which only 1m have yet been identified, and say we are losing as many as 75 each day.

About half of the treaty consists of worthy measures which cause little difficulty: establishing protected areas, conserving eco-systems, aiming for sustainable devel-

opment. One important principle is that all countries have the right to exploit their bio-diversity, but must not damage the environments of other states.

The US objection centres mainly on the section dealing with bio-technology. In some ways it is misleading to call it simply the bio-diversity treaty. The treaty makes clear that one of its objectives is to give all parties access to genetic resources, and also to the technology to exploit them.

This is a tricky area because it is mainly the Third World countries which have the bio-diversity, but the industrial countries which have the know-how to transform it into something of commercial value.

Developing countries have been demanding access to bio-technology on preferential terms, backed by aid from the wealthier nations. But the US, in particular, has been resisting any suggestion that the

treaty imposes a duty on industrial countries to share their technology, or give it away. Washington insists that the private sector, and not governments, has control of this.

Moreover the treaty leaves open the door for countries to patent genetic material and charge royalties for its use, thus reducing the profitability of the multinational pharmaceutical companies which develop them into saleable products. Mr Marcos Azambuja, Brazil's chief negotiator, says the treaty will keep intellectual property lawyers in work for years. "If the bark of a tree in Piaui (a state in northern Brazil) is found to have certain valuable properties, is that a Brazilian asset? Do we allow others to share it and can we charge royalties if someone synthesises it?"

US words on these issues were graphically highlighted in the leaked memorandum which Mr William Reilly, head of the US Environmental Protection Agency, sent to the White House last week proposing changes which might make the treaty more acceptable.

One of the treaty clauses, for example, says countries should co-operate on patents and intellectual property rights in both the letter of the law and the spirit of the treaty. The US wanted the section on the spirit of the treaty removed.

"We would have hoped that the negotiations would have confined themselves to the issue of protecting flora and fauna," said Mr Reilly. In fact it was the US which was initially pushing for this treaty until it realised that it would incorporate biotechnology as a trade-off for developing countries to conserve their eco-systems.

Since catering to US objections would have involved re-opening the treaty - something which is now too late - Washington has been unable to sign it even though Brazilian President Fernando Collor implied in a speech last week that the treaty could be later modified.

The UK and Japan are among those worried on this score. But both are likely to sign the treaty if it is made clear that the troublesome clause refers to money which is needed as opposed to money which must be provided.

A further controversy arose from a French proposal that countries draw up lists of species. Although the idea of a global catalogue is appealing, many countries objected because they feared that once a species was put on a list it would become protected and unexploitable. The idea was dropped, but France has said it will continue to explore it in other ways.

## Showpiece document pleases nobody much Keeping up the pressure

By David Lascelles  
in Rio de Janeiro

THE Rio Declaration, which world leaders will sign at the end of the summit, is supposed to be the showpiece of the event. Unfortunately, virtually everybody thinks it is a flabby document, but no one wants to be the first to pull it apart.

It consists of 27 principles enshrining what participants believe are the tenets of sound planetary management. Some are obvious: the first says human beings "are entitled to a healthy and productive life in harmony with nature". Others lay down key objectives, like sustainable development. Principle 3 reads: "The right to development must be fulfilled so as to equitably meet developmental and environmental needs of present and future generations."

A third set reflects the tough negotiations that went into it. For example, Principle 2 recognises countries' rights to exploit their own natural resources, a point which Third

World states, particularly the tropical hardwood growers, wanted in. But this right is balanced by an equal obligation to ensure that "activities within their jurisdiction or control do not cause damage to the environment of other states".

Others stress the need to eradicate poverty and aid developing countries. In Principle 7, the industrial countries acknowledge a special responsibility "in view of the pressures their societies place on the global environment".

Free trade, more information, better environmental legislation, women's rights, proper compensation for pollution victims - these are some of the themes.

The main reason why the declaration is so flawed is that it was a compromise from the start. Originally, there was to be an "Earth Charter", a kind of crisp 10 commandments in simple language. That was thrown out because every country wanted to shade or add to the commandments to protect its own interests. The



US Environmental Protection Agency administrator William Reilly takes a map on a flight to Rio

declaration prepared instead is a highly political document dressed up in UN bureaucratese, so finely balanced that to alter even one comma might upset it.

"We're not enthusiastic about it. We'd like to see an Earth Charter which would be sharper, more focused and more accessible," says Mr Jean Charest, the Canadian environment minister.

Other participants have more specific criticisms. The Israelis are cross about Principle 23, which refers to "people under occupation", and the Vatican is opposed to Principle 8, which talks about "demographic policies".

The question, though, is whether anyone will demand that the agreed text be reopened. Everybody understands that the fine balance means changes to one part would require changes to others, setting off a chain reaction which could destroy the whole document. "I believe it would be a mistake to re-open the Rio declaration. We have not decided yet whether to seek a reopening."

The US does not like the parts which lay blame for environmental damage. It also objects to a section which refers to the "right development". This could put economic rights above human rights, it fears, leading in extreme cases to child labour.

What happens after Rio is all over? Will the participating countries just disperse and forget, or will someone get all about it, keeping up the pressure for action on the environment?

The main proposal for which there is growing acceptance is for a Sustainable Development Commission which would be part of the UN. This would be similar to the UN Commission on Human Rights: it would monitor countries' record on environmental protection, and apply "peer group pressure" to those who lagged behind.

The Commission would report to the Economic and Social Council, which reports to the General Assembly, and would have over 50 members.

The exact details will be decided by the General Assembly in the autumn.

Mother Nature is delivering her own message to the Earth

Summit. Any doubts that delegates might have about global warming have been dispelled by a sweltering heat wave which has engulfed Rio. Even though it is supposed to be mid-winter, temperatures yesterday soared past 40 degrees Celsius far above the seasonal norm. Some delegates took the opportunity of the Sunday break to snatch moments at the beach - where they must have ruminated about the dangers of climate change.

Pollution can be caused by many things - including war. Invasion-ravaged Kuwait has a specially poignant message for the summit. Its delegation is decked in grisly posters of burning oil wells, shattered homes and oil-covered beaches.

The tiny oil state has brought a relatively large contingent of 50 people, including consultants and scientists, who are pushing the message that Kuwait is on the mend.

"We want people to know what happened during

invasion, and also after the liberation," says Dr Abdinahad Alfonz, the minister of health.

Only a few steps away from Kuwait's expansive office stands Iraq's much more modest one-room presence. It contains a large picture of President Saddam Hussein. But while the Emir of Kuwait will be coming at the end of this week for the ceremonial signing, Mr Saddam, sensing he would not be enormously welcome, has dispatched foreign minister Tariq Aziz instead.

The Brazilian Indians' claim that they know what is best for the jungle led to some consternation in Rio over the weekend when a well-known Indian spokesman appeared in the parallel non-governmental conference trying to sell a large spotted jaguar skin. Mario Juruna said he had killed the 8-foot animal and was determined to sell it, adding: "If Indians were free they would sell alligators, wild cat and other skins."

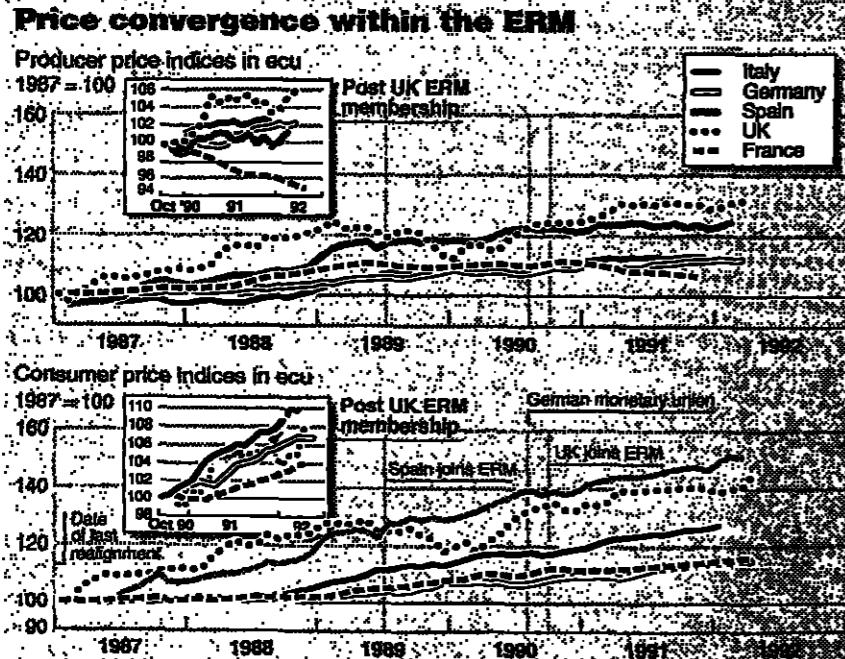
### INTERNATIONAL ECONOMIC INDICATORS: PRICES AND COMPETITIVENESS

Yearly figures are shown in index form with the common base year of 1985. The real exchange rate is an index throughout; other quarterly and monthly figures show the percentage change over the corresponding period in the previous year and are positive unless otherwise stated.

UNITED STATES		JAPAN		GERMANY		FRANCE		ITALY		UNITED KINGDOM				
Consumer prices	Producer prices	Surgeon	Unit labour costs	Real exchange rate	Consumer prices	Producer prices	Surgeon	Unit labour costs	Real exchange rate	Consumer prices	Producer prices	Surgeon	Unit labour costs	Real exchange rate
1985	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
1986	101.9	98.6	102.0	99.4	77.1	100.8	95.3	101.4	103.3	125.7	98.9	97.6	104.0	104.0
1987	105.6	100.7	104.0	98.7	64.7	101.2	92.5	103.1	100.6	126.9	101.1	95.1	108.0	107.0
1988	109.9	103.2	107.0	98.1	59.9	102.2	92.3	107.8	98.2	137.4	101.4	98.2	113.0	107.0
1989	115.2	108.5	110.0	98.9	63.0	105.0	94.2	114.0	98.1	131.3	104.2	98.3	117.0	108.0
1990	121.5	113.8	114.0	100.9	55.6	108.2	95.7	120.1	98.2	116.1	107.0	101.0	124.0	110.0
1991	126.6	118.3	117.0	103.6	51.8	111.8	76.3	124.4	101.7	117.0	103.4	102.0	132.0	115.0
2nd qtr. 1991	4.8	3.4	2.9	2.7	3.1	2.3	4.9	3.0	2.4	3.1	2.2	n.a.	2.4	3.2
3rd qtr. 1991	3.9	1.9	3.2	2.6	3.3	1.7	3.3	4.0	4.1	3.0	2.8	4.0	3.0	3.2
4th qtr. 1991	3.0	-0.2	2.9	1.8	3.2	0.0	3.2	6.0	3.9	2.4	n.a.	6.0	2.1	3.1
1st qtr. 1992	2.9	0.3	2.3	0.3	2.1	0.3	2.0	n.a.	4.3	2.0	n.a.	3.1	0.2	3.2
May 1991	5.0	3.5	3.5	3.0	n.a.	3.0	2.4	4.0	2.0	n.a.	3.0	2.2	-	3.5
June	4.7	3.5	2.5	2.8	3.3	2.2	4.6	4.0	4.0	3.5	2.5	6.4	3.6	3.3
July	4.4	2.9	3.5	2.5	3.4	2.0	4.9	3.0	n.a.	4.4	3.3	-	2.8	3.4
August	3.8	2.0	3.5	2.9	n.a.	3.5	1.9	5.0	4.1	2.7	6.4	5.5	5.5	3.0
September	3.4	0.8	2.6	2.5	n.a.	3.0	1.1	2.9	4.0	3.9	2.5	6.4	5.5	2.6
October	2.9	-0.1	2.8	3.0	n.a.	3.1	0.3	2.5	6.1	n.a.	3.5	2.3	5.4	2.5
November	3.0	-0.5	3.5	1.8	n.a.	3.6	-0.1	2.7	6.0	n.a.	4.2	2.5	5.4	2.5
December	3.1	-0.1	2.6	0.7	n.a.	3.0	-0.1	3.5	5.9	n.a.	4.2	2.6	6.3	2.6
January 1992	2.8	0.4	2.5	0.7	n.a.	2.1	-0.8	4.8	n.a.	4.0	1.8	-	4.5	3.0
February	3.2	0.9	2.6	-0.2	n.a.	2.2	-0.6	1.2	n.a.	4.3	2.0	-	3.8	2.0
March	3.2	0.9	2.6	-0.2	n.a.	2.1	-0.6	1.2	n.a.	4.8	2.5	-	3.2	1.8
April	3.2	0.9	2.5	0.2	n.a.	2.8	-0.6	n.a.	n.a.	4.6	1.9	-	3.1	1.8

Statistics for Germany apply only to western Germany. Data supplied by Datastream and INFEFA from national government and IMF sources. Consumer prices: not seasonally adjusted. Producer prices: not seasonally adjusted. US - finished goods; Japan - manufactured goods. Germany - industrial products. France - intermediate goods. Italy - manufacturing, domestic France and Italy (yearly rates industry, hourly rates industry, monthly rates industry). Spain - intermediate, Japan (monthly) and UK (weekly). Unit labour costs: seasonally adjusted, measured in domestic currencies. Germany - mining and manufacturing, other countries - manufacturing industry. Real exchange rate: IMF real effective exchange rate based on relative unit labour costs (non-normalised). A fall in the index indicates improved international competitiveness.

### Price convergence within the ERM



Ministers confident that working-time directive will not be imposed

## UK hopeful on EC hours rule

By David Goodhart, Labour Editor

UK GOVERNMENT ministers are confident that the new uncertainty about the Maastricht treaty makes it unlikely that the disputed working-time directive will be imposed on the UK when employment ministers meet on June 24.

The directive, which includes the proposal for a maximum working week of 48 hours, averaged over three months, has been delayed by UK objections. It was expected the directive would be forced through at the meeting. Britain cannot veto it as it is being

introduced under EC health and safety legislation and needs only a qualified majority to become law.

The directive has been amended in several areas to accommodate UK objections but is still unpopular with the government.

Department of Employment officials say that the government will either abstain or vote against at the meeting.

After the Danish referendum result, however, British ministers are more optimistic that other EC countries which support the directive will not want to be seen to be imposing an important measure, for fear of

inflaming more hostility to European integration. That means that if the directive is to be accepted at all, the UK proposal that no worker can be forced to work more than 48 hours but may do so if he or she wishes, will probably have to be accepted by several countries – particularly France – that wanted something tougher.

The Portuguese presidency of the EC is still expected to want an agreement on the working-time directive on June 24, but will now have to ensure that it is watered down enough for the UK not to vote against it. If that is not possible, a deci-

sion may be delayed again. The UK would then argue that the issue should be dealt with in the "social chapter" which is to be accepted at Maastricht.

Prior to the Danish referendum, the social chapter had been due to come into force next year.

Those countries which are keen on the directive might argue that due to the uncertainty surrounding the social chapter, the working-time directive may be all that can be achieved for the social dimension in the short-term, and that UK objections should therefore be ignored.

## BT assesses 'television by phone' service

By Raymond Stoddy

BRITISH Telecom, the UK telecommunications company, is exploring the commercial feasibility of delivering a television service to homes using existing telephone lines.

BT engineers have already demonstrated that the project is technically feasible, by transmitting good-quality pictures along ordinary telephone wires.

Mr Steve Maine, director of BT's visual and broadcast services division, is assessing the commercial implications of such an initiative and whether BT would need broadcasting partners in order to proceed. A choice of extra television channels could be delivered to everyone who already has a telephone, such a system could be a powerful competitor to cable television, and possibly even to satellite broadcasters.

Only one television channel can be delivered via a telephone line at a time. But if computer-controlled switching devices are installed at central points – for example, at telephone exchanges – then viewers could choose from a selection of channels.

Mr Maine believes that the first and possibly most economic use of the project would be to deliver individual feature films from a central library.

Assessing the commercial potential of television by telephone is still at an early stage, but Mr Maine has not ruled out the possibility of joint ventures with broadcasters and owners of cable television channels.

BT has over the past few years been pulling out of cable television. The company now has only a few remaining stakes, including that in the UK's pioneer cable television company, Westminster Cable. In his book, Mr Morton claims that Princess Diana

## Britain in brief



### Plan to speed sell-off of British Coal

The government has attempted to speed the privatisation of British Coal by increasing pressure on the electricity industry to agree a new deal with the corporation.

After months of stagnation, there are signs that the electricity generators and British Coal have agreed to work towards a deal under which generators would buy about 40m tonnes of coal a year, falling to about 30m within a few years.

PowerGen, one of the two large generators in England and Wales, will this week put an offer based on that deal to the 12 English and Welsh regional electricity supply companies. The generators will not agree to buy coal unless they can sell the electricity it generates to the regional companies.

### Demonstration in Scotland

About 3,000 people took part in a march that ended in a rally outside the Conservative party's Scottish headquarters in Edinburgh on Saturday.

It was organised by Scotland United, a fringe grouping from the non-Conservative Scottish parties set up immediately after the general election to campaign for a referendum on the country's constitutional future.

However, the attendance was less than had been expected, and Mr Malcolm Bruce, departing leader of the Scottish Liberal Democrats, admitted to strategic errors before the general election.

### Supervisors 'confused'

Supervisors are confused about what they do and where they fit into company structures, according to a Confederation of British Industry report published today.

Among the departments likely to face the biggest squeeze are defence, health and environment. The Welsh and Scottish Offices have also been subject to particular scrutiny this year.

### Major urged to act over BCCI

Mr Keith Vaz, the Labour MP, yesterday urged the prime minister, Mr John Major, to intervene in negotiations between the shareholders and creditors in the collapsed Bank of Credit and Commerce International to prevent lengthy litigation.

His plea comes in advance of consideration today in the High Court of the liquidation plan prepared for BCCI by Touche Ross, the accountancy firm, which includes compensation of \$1.7m to creditors.

The plan has already been approved by the government of Abu Dhabi, the bank's majority shareholder.

Creditors have criticised the size of the settlement and have threatened to sue for higher returns.

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### Banker sees scope for cut in UK interest rates

By Daniel Green

## Palace denies royal crisis

By Robert Rice, Legal Correspondent

REPORTS in the British media of difficulties in the marriage of the Prince and Princess of Wales do not pose any constitutional crisis for the monarchy, constitutional experts said yesterday.

Lord St John of Fawsley, the former Conservative cabinet minister, said that while the allegations published in The Sunday Times about the marriage based on the book, Diana: Her True Story by Andrew Morton, "cast a shadow over the monarchy and must be very upsetting for the Queen," they did not represent a constitutional crisis.

Mr Sheldon Warton-Woods of Lloyds Bank argues that other countries would then reduce their interest rates in order to avoid a sharp weakening of the yen, which would help Japanese exporters.

However, Mr Warton-Woods said this effect would be felt more strongly in the US than in Europe, where the interest rate policy of the German Bundesbank is dominant.

Tokyo's Nikkei Dow index fell to a six-year low in April, although it has recovered slightly since then.

Japan has low inflation and could afford to cut interest rates to boost investment and company profits, Mr Warton-Woods writes in Lloyds Bank's monthly economic bulletin, published today.

It was pointless to speculate about the effect of a divorce of the Prince and Princess of Wales, because that was a purely hypothetical situation, he added.

"I am not worried about the future of the monarchy as a result of this. Perhaps it will lead people to take a more realistic view of the monarchy as ordinary people with ordinary problems."

Mr Brian Hanson, legal officer of the General Synod, the governing body of the Church of England, confirmed that the Prince of Wales could divorce and still succeed to the throne.

"The only fetter on the heir to the throne is becoming a Roman Catholic or marrying a Roman Catholic. In theory a divorce would be possible."

## Post Office seeks lottery role

By Michael Cassell, Business Correspondent

POST OFFICE Counters, which runs Britain's 19,000 post offices, is seeking clearance from the Department of Trade and Industry to bid for a central role in operating the planned national lottery.

The organisation, which serves 20m customers a week, believes that it can be a front-runner among competi-

tors to help provide a nationwide network of outlets for the sale of lottery tickets.

The government is pledged to have the lottery – which is expected to raise at least £1bn a year for sport, the arts and charities – operating by 1994. It will be run on a day-to-day basis by the private sector under contract.

Competition to operate the lottery could be tough, with the national horse-race Totalisator board, known as the Tote, and the football pools promoters among possible candidates.

As the sponsoring ministry, the DTI has to agree to the Post Office Counters initiative. The Post Office's public-sector status has tended to inhibit deals with the private sector, but management is hopeful that it will be permitted to submit its proposals for participating in the lottery.



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**Prospects for the British Economy**  
The 3rd annual conference for business forecasters. Speakers: Howard Bootle, Midland Mortgages; Howard Lister, Monopolies and Mergers Commission and Chair Professor Sir Douglas Hagger CBE, Estates, PwC, Oxfam, Manchester Business School, Tel: 061 275 6396 Fax: 061 275 6382

## MANCHESTER

**JUNE 25**  
**Chemical Industry International Trade Controls**  
This one day conference organised by the Chemical Industries Association aims to dispel confusion over the plethora of current legislation covering trade controls. To be held at the Royal Garden Hotel, Kensington. Please contact Kathleen Drake on 071 834 3399

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Mr Per Westerberg, Swedish Industry Minister will give the keynote opening address on Sweden's industrial policy and privatisation programme. The nature of corporate governance and changes in corporate legislation will also be reviewed. Executive: Financial Times Tel: 071 925 2323 Fax: 071 925 2125

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## MANAGEMENT

Companies are seizing opportunities to make their money work harder, says Charles Batchelor

# Sterling work in the treasury



£5m in response to increased demand from smaller customers, with sales of £1m or more.

Michael Pearce, founder of Pearce Management Consultants, based in Hertfordshire, says demand from smaller, unquoted companies for treasury advice has grown over the past year. "Financial directors like to have a framework to operate in," he says. "Before, if they speculated, they would get it in the neck."

But much of Pearce's work does not involve advising companies on arcane financial transactions: it is a question of finding basic solutions to management problems.

One British company was invoicing customers in Zambia in sterling for supplies bought in dollars in the US, thereby running an exchange rate risk. It did not matter to the Zambians which of the two currencies they used so Pearce suggested invoicing in dollars to cut out the exchange risk.

Pearce spends a few hours a week with some of his clients handling their treasury operations. Not only would the smaller company be unable to afford the £40,000-50,000 salary of a full-time treasurer, it would not have enough business to keep him occupied. "He would become bored and tempted to play the market," warns Pearce.

But the scope for mistakes or deliberate wrongdoing in treasury is so vast that tight controls are necessary in any organisation. "Problems arise when the board does not realise what risks are being taken," comments Leahy. "If the finance director or the other directors do not understand a particular transaction, they should ask the treasurer to explain its effect on their financial and tax position."

Leahy advises against appointing a star footballer from outside who feels he has to prove himself but who does not understand the business. Better to choose a senior manager from within the company and get him to recruit the technical people, he suggests.

The smaller the treasury team the more difficult the problem of control since there will be fewer people to oversee the work of others, says Ross. There must be an absolute separation of the three stages of dealing, confirmation and settlement, he advises.

Ross believes that the recent controversy over whether treasury operations should be considered as a cost centre, merely providing services to other parts of the company, or as a profit centre, with a mission to make profits, really hinges on the question of control.

"People who don't understand treasury say the 'profit centre' approach encourages speculation, but in a bigger group, it is the only way to measure added value," he says.

Reuters, the financial information group, aims for a middle road between the cost and profit approaches, according to Phillip Wood, director of treasury. With 80 per cent of its revenues from outside the UK, Reuters manages its foreign exchange exposure to avoid large fluctuations in its earnings, he says. At the same time, it measures the success of its treasury operations against the exchange rates laid down in its budgets. In the past two years, treasury has made a profit of £12m.

Companies sceptical of the benefits of treasury management believe that the creation of the European exchange rate mechanism (ERM) and the prospect of declining interest rates will reduce its relevance. But Leahy and other treasury specialists point out that many important trading currencies, such as the dollar, will remain outside the ERM while there is no long-term guarantee of cheap money.

city bus. "I have no complaints." Neville Isdell, president of Coke's north-east Europe-Africa division, sees no threat from trade unions at Gdynia.

"We are present in 185 countries and we work with trade unions in some and without trade unions in others. We have no rule about that." So far there is no sign that the Gdynia plant will have a union. For the moment the employees seem intent on the prospects of vertical promotion.

"After all," says one sales representative, "Donald Keough, the Coca-Cola president, started as a delivery boy and he made it to the top".

## Spreading the Coke message from Pole to Pole

Christopher Bobinski reports on a whole new way of work for staff at the Gdynia bottling plant

fast and the pay higher than they had been used to in state companies. "I didn't do much where I worked before but I didn't earn much either," says one employee on the bottling line in Gdynia.

Many also speak of a friendly team spirit, with management much readier to delegate responsibility. The new management praises the underlings for their enthusiasm and readiness to work.

From Rossa down, all employees find the style different, the pace

Pay levels at the new factory are not made public, as they were in the old state sector. Indeed employees are discouraged from talking about how much they earn.

However, the clash between the old ways of socialist management and the brash new style that Coca-Cola affects is not as great as might appear at first sight.

Most skills are still learnt on the job, although there is some train-

ing for the sales people. Even Rossa worked out the management methods he is now using while he was in his previous job. "I just couldn't enforce them there so I left."

The chief difference is a rigorous staff selection process which includes repeated interviews. At Gdynia, there are aptitude tests to help pick the right person from the 10 who apply for each job.

"We wanted young people," says

Rossa, adding that talent and ability to learn counted more than previous experience. Keeping staff is made easier by the area's 12 per cent unemployment.

Not all the employees come from the state sector. For instance, Tomasz Perepeczko, the head of production at Gdynia, worked before at a local, Swedish-owned fish canning operation.

Coke is concentrating its efforts

on marketing and maintaining contact with the point of sale – and is already breaking ingrained habits among retailers and competitors alike.

"I have to visit between 15 and 20 shops every day, making friends with the owners and checking they have the product, are displaying it prominently and that it looks good," says one ambitious 30-year-old who previously drove an inter-

city bus. "I have no complaints."

Neville Isdell, president of Coke's north-east Europe-Africa division, sees no threat from trade unions at Gdynia.

"We are present in 185 countries and we work with trade unions in some and without trade unions in others. We have no rule about that." So far there is no sign that the Gdynia plant will have a union. For the moment the employees seem intent on the prospects of vertical promotion.

"After all," says one sales representative, "Donald Keough, the Coca-Cola president, started as a delivery boy and he made it to the top".

## PEOPLE

### Shell Shock



SHELL TRANSPORT AND TRADING has yet to put a woman on its board but it has demonstrated that it is more imaginative than many British multinationals by appointing its first academic. Professor Bob O'Neill, Chichele professor of the history of war at Oxford, has joined Shell as a non-executive director.

Until now the non-executive members on Shell's board have consisted of retired senior civil servants, ex-diplomats and well-connected businessmen. But the company has tended to pick its non-executive directors for their broad strategic vision rather than their specialised expertise, so the choice of a

55-year-old Australian military historian and veteran of the Vietnam war is not as big a break with tradition as it might at first seem. Shell Transport, the British end of the Royal Dutch Shell group, is one of the world's most successful oil companies and analysts often credit this success to its ability to think very long term about where its business is going. Whereas other oil multinationals tend to be buffeted by short term events, Shell puts a lot of effort into scenario planning exercises. Its board of directors tend to be tapped for their geopolitical skills rather than their abilities to explain the latest change in accounting standards.

Given this background, Professor O'Neill's expertise will come in handy. A Rhodes scholar, he served in the Australian army between 1955 and 1958, has been the official Australian historian for the Kor

ean war, and headed Australia's strategic and defence studies centre for a decade until 1982.

He then directed the International Institute for Strategic Studies in London for five years and since 1987 has been based in Oxford where he is a fellow of All Souls.

Professor O'Neill is the second non-executive appointment to the Shell board in recent months. Last November, Sir Antony Acland, 62, former head of the diplomatic service and ambassador to Washington, was appointed. They replace Edmund Dell, a former Labour secretary of state for trade, and Sir Michael Palliser, a former head of the diplomatic service, who have retired on reaching 70.

■ David Hubbard, 56, is the new chairman of London & Manchester, the Exeter-based life assurance and financial services group.

An accountant, Hubbard is currently chairman of the engineering group, Powell Duffryn, but does not have directorships with other financial services companies. Already a non-executive director, he takes over from John Thomson who is retiring, aged 64, after a long career with L & M.

### Accountancy

■ Alan Plaistow (above left) has been elected president of THE INSTITUTE OF CHARTERED ACCOUNTANTS IN ENGLAND AND WALES. He is National Practice Director for the UK and Business Advisory practice of Arthur Andersen. Deputy president is Michael Chamberlain (above right), who is a senior partner with KPMG Peat Marwick in Leicester.

■ Martin Brown, chairman of Darenth Vending Services, is elected chairman of THE AUTOMATIC VENDING ASSOCIATION.

■ Stuart Burrell is appointed European advisor to the ELECTRICAL CONTRACTORS' ASSOCIATION.

■ Harriet Dawes has been appointed deputy chairman of the OCCUPATIONAL PENSIONS BOARD.

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### TSB Scotland's new boss

TSB Bank Scotland, one of the more successful parts of the TSB Group, has found its new chief executive from within its own ranks. It is bringing back to Scotland Alastair Dempster, a 51-year-old Scot who is currently chief executive of TSB Bank Channel Islands.

The job became vacant when Charles Love, a long-serving TSB man, left to become chief executive of the Clydesdale Bank, the Glasgow-based institution which belongs to National Australia Bank.

Dempster joined TSB from Royal Bank of Scotland in 1986. He was TSB's director of com-

mercial banking and international until 1991 when he moved to the Channel Islands.

Whereas Love latterly combined running TSB Bank Scotland with being head of branch banking, which is run from Birmingham, Dempster will concentrate purely on Scot-

TSB Bank Scotland is the fourth largest bank north of the border, after Royal Bank of Scotland, Bank of Scotland and Clydesdale.

In the year to October 31 1991, its profits grew by 26 per cent (to £77m).



■ Chris Wright becomes UK general manager at COLO-  
NIAL MUTUAL. He succeeds Dave Morris who is transferred back to Australia.

■ Vaughan Jenkins has been appointed head of product development at PRUDENTIAL LIFE & PENSIONS; he moves from National Home Loans. James Turner has been appointed sales development director of Prudential's Home Service division. He joins from Fidelity International Management Holdings.

■ Kevin Bounds, previously group financial controller for County NatWest, has been appointed director of finance for NATIONAL WESTMINSTER LIFE ASSURANCE.

■ Mark Duggins, David Jackson and John Phillips have been appointed directors of LLOYD THOMPSON Ltd.

■ Roger Legge becomes md of CANTERBURY LIFE ASSURANCE on the retirement of John Rood. Graham Austin is administration director.

ARTS  
GUIDE

## ARTS

Architecture/Colin Amery

## Prokofiev's October

At the Festival Hall on Saturday, Neeme Järvi conducted the Philharmonia in a typically adventurous programme (sponsored by ARG). In the middle came Mozart's clarinet concerto, with large, impassioned choral cantatas by Arvo Pärt and Prokofiev joining from either side.

The Mozart soloist was the superb Richard Stoltzman: faultless line, and subtle as ever, but more buttoned-up than his norm. Stoltzman seemed to be aiming to elevate it above its amiable station. Less delicacy would have been more fun.

Not the least interesting thing about Pärt's and Prokofiev's monster cantatas was that they proved to be, respectively, so much worse and so much better than one might have expected. The "dissident" Estonian composer has described his 1968 *Credo* – based after its first performance – as "the turning-point of my entire creative output": in it he foreshadowed his earlier, unpopular flirtation with 12-note composing in favour of stern white-note tonality and Russian Orthodox piety, the neo-medieval, crypto-minimalist style that has made him a cult figure now.

Yet his *Credo* is just a piece of raw music-theatre, sincere though its motives may have been: it begins and ends with churchly pastiche from the choir. The central episode, however, consists of increasingly dissonant music which culminates in an ultra-loud improvised cacophony.

Prokofiev's 1937 *October* Cantata should have been much worse, like most of those Soviet works by composers who were made offers that they couldn't refuse. Not only did it have the approved popular extravagances – an extra military band, a percussion section swollen by machine-guns imitations and a siren for the "Revolution" set piece, and a team of six accordions – but most of the words were taken straight from speeches by Lenin and Stalin.

At the close of this first British performance it was bizarre, though poignant, to hear the Philharmonia Chorus declare (in hopeless Russian) that "the blood our people shed" was "strengthening faith in our powers and mobilising us to a new struggle to win new victories for communism". Yet much of the music Prokofiev devised was sour and abrasive enough that no première transpired. Only in 1966, when Prokofiev – and Stalin – had been dead for 18 years, was *October* at last performed. By then the Stalin settings (including the finale) had become unacceptable and were duly omitted.

As Järvi demonstrated, *October* is an unbridled shivaree, but also a parody of honest Prokofievian *trouvailles*. Broad lyrical lines, often angular and underpinned by a hard, relentless pulse (haughty churning), that were never the stuff to give the troops for the orotund propaganda heights, a prosaic kind of fervour in dogged even-

notes.

*October* illuminates Prokofiev's transition from eager European cosmopolite back to prudently Sovietised Russian, more vividly than anything else he composed at that crucial time. We are in debt yet again to Järvi's intrepid foraging.

David Murray

## The RA's cupboard is full of surprises

**R**eviewing the Royal Academy's annual Summer Exhibition is one of the bank marks for a critic of the architectural year. At a time when the rate of new architectural commissions for architects has slowed down alarmingly because of the recession, the RA exhibition provides a good opportunity to consider the state of the art. The Academy this year has described the Summer Exhibition as being about "complexity". It is certainly not one of those shows that eliminates contradictions in order to produce a rational and clear statement about the visual

Architecture and architects now play a much more important part in the Academy's activities and the placing of the architecture room in Gallery VI means that it is right on the main axis from the Central Hall. The rich mixture of models and drawings makes this room look like an intriguing cupboard full to bursting with potential surprises. It seemed less predictable than last year and highly catholic in its selection.

What are the acknowledged "masters" showing this year? James Stirling exhibits his competition entry for the Kyoto Centre in Japan, and shows once again his particular drawing skill. Stirling remains an architect completely outside the current architectural stylistic debate, pursuing his sculptural approach to architecture that sees each new commission as a work of modern art.

Sir Richard Rogers has strayed beyond the architecture room and you will have to look in Gallery One to see his geometric study of the Court of Human Rights that he is building in Strasbourg. This is a major commission for a British architect and, as a rather simple exercise in basic geometry, it looks as though it may be a building with a tough presence. Rogers continues the European theme by showing his great model of his proposals for the Potsdamer/Leipziger Platz in Berlin. This seems to be a somewhat schizophrenic scheme: half wants to follow the formal street plan of the city and half wants to impose giant and unfriendly buildings upon the hapless inhabitants; because of the democratic nature of the German planning system, it seems unlikely that one architect will be allowed to impose his own vision upon such a large slice of the new city. In his unsuccessful competition entry for the new Inland Revenue headquarters in Nottingham, Rogers was elegant in his glass tent, certainly showed considerable panache.

The third member of the trio of Academician "masters", Sir Norman Foster, remains, for me, the most disciplined and elegant of them all. He shows this year his winning design for the new airport – the Chek Lap Kok Airport in Hong Kong. The great relief model shows how clearly Foster grasps the complexities of modern air transport and refines the problems they cause down to a solution of distinction and

style. We know from the completed terminal at Stansted that he can produce a public space of great light and beauty. The impressive thing about the Hong Kong airport is that it is the corner stone of some ten major infrastructure projects for the Crown Colony. British Government please copy at home...

Can there be something wrong when this trio of such prominent architects are all exhibiting as their major work projects that are being built abroad?

British architects do, however,

exhibit some highly distinctive British characteristics in the exhibition. There is nothing wrong with an affection for history and it is always fascinating to examine some of the drawings that accompany conservation activity. Proposals for the insertion of an art gallery inside the shell of that neglected masterpiece, Alexandra "Greek" Thompson's Caledonian Road Church in Glasgow, by Gillian McInnes may prompt more action to save that splendid building. It is interesting to compare this scheme with the plans exhibited by David Chipperfield for the major alterations to that strangely Islamic-looking First Church of Christ Scientist in London's Sloane Terrace. Chipperfield's solution has a clarity and boldness that should be commended. The detailed study for the replacement of railings at Gibbs' great church of St. Mary-le-Strand in London by Donald Insall reflect the care and craftsmanship that is still active in this country.

There are a few exhibits that

really belong as much in the art galleries as in the architecture room.

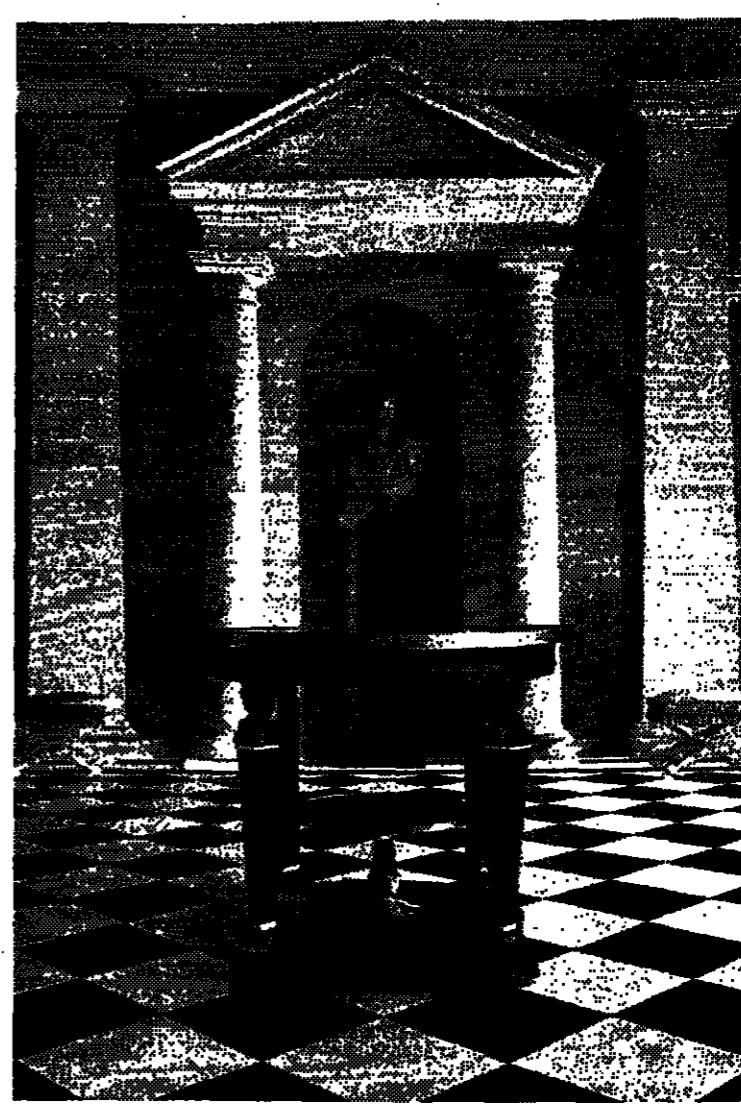
Surely Ben Johnson's two paintings of European interiors, the great vista of the Cini Foundation and the view

of part of Château Margaux, would have raised the standard in the main painting gallery, Gallery III?

Michael Sandie's study for an architectural monument also has a place to ele-

vate the sculpture selection.

There is an underlying theme in the RA show that affects the artists as well as the architects, and that is the increasingly visible concern with landscape. The wonderful panoramic landscape painting by Michael Andrews and Richard Long's Two Stones represent the two poles of landscape art. In the architecture room, the finely detailed drawings of Sir Geoffrey Jellicoe for a classical garden, an Egyptian garden and an English Wiltshire garden show the lasting influence of this old master of the land. Landscape is a whole area that the British understand and are once again beginning to reinterpret as a new art form. I detected some of this thinking in two works very strongly: in Richard Reid's "Greenville, an Urban Village" traditional landscape and settlement patterns are reinterpreted; second in Edward Cullinan's design for the National Trust Visitors' Centre at Fountains Abbey in Yorkshire the interweaving of the architecture, the landscape and the sitting promote to be a remarkable contribution to this encouraging marriage of architecture and nature.



Ben Johnson's view of part of Château Margaux

## Opera/Andrew Porter

## Mario and the Magician

János Vajda's and the late Stephen Oliver's versions of *Mario and the Magician* (both 1988) were one-act operas; the first was given in a double-bill with *Dido*, the other with Offenbach's *Bo-ta-clan*. Harry Somers' *Mario and the Magician*, which had its premiere in Toronto last week, is in three acts and lasts three hours. The Canadian Opera Company maintains a steady output of new Canadian operas, but *Mario* was its first "mainstage" premiere in 18 years – preceded by Charles Wilson's *Hélène* and *Ahbelard* in 1973, and Somers' own *Louis Riel* in 1987. It was a success, warmly acclaimed by the public, brilliantly performed by the company.

Canadian Opera, with Brian Dick as general manager and Richard Bradshaw as music director, is flourishing. Thirty-five of the 86 singers in *Mario*, most of them young, came from the company, and were there space enough all would be named and praised, for there was a vivacity and precision in the performance that held eye and ear. Among the prominent were Theodore Baerg (Mann, renamed Stefan), Marcia Swanson (his wife), Andre Cloutier (the chief heckler), Heather Thompson, Cornelia Ophioth, Benoit Boulet (Mario), and the treble Patrick Torcat.

But wherever the eye fell, it fell upon performers alert in response and reaction; and the orchestra of 26 (woodwind and brass quartets, saxophone, harp, piano, percussion, and strings), conducted by Bradshaw, played with like animation.

Robert Carsen, the producer, combined dynamic stage pictures ingeniously and economically devised, with attentional inspiration of each individual character.

Giovanni at Salle Pleyel on Fri (4561 0630). A month-long Rossini festival opens at Opéra Comique on Sun (4236 6883).

## VIENNA

**MUSIC** Theater an der Wien 19.30 Harry Kupfer's Komische Oper production of Carmen. Repeated on Wed and Sun (586 1676)

**Musikverein** 19.30 Song recital by Josef Prottschka. Tomorrow and Wed: Ashkenazy conducts Berlin Radio Symphony.

**Orchestra** Wed in Brahms Hall: Kathleen Battle, Fri: André Previn chamber music evening. Sat afternoon and Sun morning: Previn conducts Vienna Philharmonic (505 8190)

**THEATRE** A Vienna Festival production of Lorce's Blood Wedding by Roma Theater Pralipe can be seen daily till Thurs at Remise. Wed till Sun at Ronacher: new production of Calderon de la Barca's two-part drama The Daughter of the Air. Thurs till Sun at Messepalast: Brussels Needcompany production of Shakespeare's Antony and Cleopatra (586 1676).

## ZURICH

**Opernhaus** 18.00 Lohengrin. Thurs: John Cranko's production of Romeo and Juliet. Fri: Rigoletto: Sat: Die Zauberflöte. Sun: new production of Capriccio (262 0909). Thurs and Fri in Tonhalle: Pinhas Zukerman (201 1580). Sat and Sun: Anne Sophie Mutter and Yuri Bashmet (261 1600)



Scene from 'The False Servant' at the Gate Theatre, with Gary Whitaker (centre)

## Theatre/Andrew St George

## The False Servant

Dr Johnson knew that people reveal confidences in order to show that they had been trusted in the first place. In 1724 his contemporary, Pierre Marivaux (1688-1763), wrote a satire based on this fact of human nature and called it *La Fausse Servante* (*The False Servant*). He made it intellectually puzzling and morally complex, but kept it light. The new production at the Gate Theatre, Notting Hill – a British première – answers Marivaux with a delightfully-paced evening of rapid-fire dialogue and shifts of plot.

The action centres on a Chevalier who has disguised himself as a man in order to probe the protean deceits of Lelio, whom she thinks she loves. Lelio in turn, ready for gain, has betrothed a rich Countess and is yoked to her by bonds of forfeit rather than love. Lelio, believing the Chevalier is a man, enjoins him to woo the Countess into breaking her betrothal and paying the forfeit. Meanwhile Trivelin and the Chevalier's duplicitous servant and Arlequin, the lovelorn clown of the house

reveal the Chevalier's true identity, one through venality and the other through stupidity. The Chevalier disrobes them to a prospect that Lelio has coveted from afar. Nobody marries.

The result is a serious comedy that feels like Haydn's "The Joke" in that one is never quite sure it has ended, and sounds like the best of Alfred de Musset, in that one never wants it to. Deceit and disguise dominate the action, which itself appeals to a set of constantly changing unseen rules, always governed by the final injunction that the rules can change any minute.

The insights emerge from the meeting of the unshockable with the undetectable. The pattern of tests, feints, parries is always motivated by a saving of face and a saving of money. Negotiations and love songs are often mistaken for one and the same.

The sharp translation from Jonathan Guy Martin (who directs) and Mary Ann Vargas keeps the ethos of the original, giving it a modern bite without resort to

modern infidelity. All the characters are obsessed with form and forms of language. This can be very funny indeed: "Sir," says the Countess, "sensitive to" is going too far. You could have said "aware of." The interchange between characters at full stretch also finds a moral level: "Do you repeat the wrong? or your failure to succeed?"

The acting keeps up with the action. Crispin Reddin plays Lelio as a mincing cadaver; his limber interchanges with William Hope's Trivelin and Christabelle Dilks' Chevalier (not yet his nimble equal) form the centre of the action. Susannah Morley plays a leaden-footed Countess. Robust music, bawdy intrusions from a party of wedding guests, and a simple plain set complete the salon effect. One pedantry: when a character says "time's ticking away", he should not twitch at his wrist. It was only 1724.

The Gate Theatre (071 223 0706) until 4

David Murray

■ BARCELONA

Gran Teatre del Liceu 20.00 Gerd Albrecht conducts Harry Kupfer's Hamburg production of Tannhäuser, with Günter Neumann in the title role, also Wed and Fri. Tomorrow: song recital by Edita Gruberová (412 1466). Palau de la Música 21.00 Charles Dutoit conducts Montreal Symphony Orchestra in works by Honegger and Ravel (268 1000).

## ■ BERLIN

MUSIC Schauspielhaus 20.00 En Shao conducts Berlin Symphony Orchestra in Messiaen's L'Ascension, Beethoven's Fourth Piano Concerto and Strauss' Also sprach Zarathustra. Thurs: Vienna Chamber Orchestra. Sat, Sun and next Mon: Natalia Gutman plays Schnittke's First Cello Concerto (East Berlin 2039 2156). Philharmonie 20.00 Kurt Sanderling conducts Berlin

## ■ FLORENCE

MAGGIO MUSICALE Teatro della Pergola 20.30 Katia and Mariella Labaque, Fri: first night of Jonathan Miller's production of Le nozze di Figaro. Thurs and Sat in Teatro

Communale: La forza del destino (277 9236)

## ■ LONDON

Crofton Garden 20.00 Christopher von Dohnányi conducts first night of Ian Judge's new production of Der Fliegende Holländer, with James Morris and Julia Varady. Runs till July 1, next performance on Thurs. All this week's performances are Midland Bank Proms, with no seats in the stalls. Samson and Dalila (on Sat with Domingo) will be relayed live on Covent Garden Piazza (071-240 1086).

Staatsoper unter den Linden 17.30 Tristan und Isolde. Wed and Sat: Paul Dessau's opera Die Verurteilung des Lukullus (East Berlin 2004 762). Other events include

Pavarotti at the Deutsches Theater on Fri (West Berlin 8022 424) and a Lieder recital by Bernd Weikl at the Komische Oper on Sun (East Berlin 2282 555).

**THEATRE** Ute Lemper stars in The Blue Angel, directed by Peter Zadek, daily except tomorrow at Theater des Westens (West Berlin 3190 3183). Helmut Lohner is Archie Rice in a guest production of John Osborne's The Entertainer by Thalia Theater Hamburg, tonight and tomorrow at Deutsches Theater (East Berlin 2871 225).

**■ FLORENCE** MAGGIO MUSICALE Teatro della Pergola 20.30 Katia and Mariella Labaque, Fri: first night of Jonathan Miller's production of Le nozze di Figaro. Thurs and Sat in Teatro

Accordo. Tomorrow: Sumi Jo and Raul Giménez sing arias and duets. Wed: an evening with Maureen McGovern. Sat: John Williams. Sun: Nigel Kennedy (071-638 889)

## ■ MADRID

Alfredo Kraus sings in Donizetti's La Favorita tonight at Teatro Lírico La Zarzuela, also June 12, 16, 20 (429 8225). Teresa Berganza takes part in tonight's recital at the Capilla de San Andrés de los Flamencos (578 1992). Marcellino Lopez Dominguez gives a piano recital tomorrow at Auditorio Nacional de Música, followed on Sat by a performance of Mahler's Third Symphony by the Spanish National Orchestra and Chorus, conducted by Aldo Ceccato (337 0100).

## ■ MILAN

Teatro alla Scala 20.00 Lady Macbeth of Mzensk, also Wed and Thurs. Artie Shaw conducts classics, clarinetist Bob Wilber plays. Sun: Leonard Slatkin conducts the Philadelphia Orchestra (071-522 8800). Queen Elizabeth Hall 19.45 René Jacobs conducts Orchestra of the Age of Enlightenment and Choir in Bach cantatas. Thurs and Sat: Opera Factory in Coronation of Poppaea (071-928 8800).

Barbican 19.45 Yuri Temirkanov conducts RPO in works by Sibelius, Schumann and Dvořák, with Elsio Virsaladze piano soloist (also Fri with Salvatore Quixote). ABT season runs till

June 20 (362 6000). New York City Ballet repertory runs daily except Mon till June 26 in the New York State Theater. Mikhail Baryshnikov will perform in Balanchine's Duo Concertant on Sat evening this week (also June 18 and 19), and in a new work by Mark Morris on June 16, 24 and 27 (870 5570).

## ■ PARIS

Cublberg Ballet presents two choreographies by Mats Ek. Tues till Sat at Théâtre de la Ville (4274 2277). Ballet of the Opéra de Paris has choreographies by Lander, Petit and Neumeier at Palais Garnier on Wed and Fri (4017 3535).

## ■ CONCERTS

Annie Fischer is scheduled to give a piano recital at Salle Pleyel on Wed (4561 0630). Ishiro Yoshimura Ensemble plays Kabuki music on Thurs at Théâtre de la Ville (4274 2277). Marek Janowski conducts works by Beethoven and Bruckner on Fri at Opéra Bastille (4230 2308).

## ■ OPERA

Tonight at the Châtelet, Daniel Barenboim conducts Parforce Chéreau's new production of Wozzeck, repeated on Wed and Sat (4024 2840). Arnold Osterman conducts Le nozze di Figaro at Opéra Bastille tomorrow, Thurs and Sat, with a cast including Margaret Price and Tom Krause (4001 1616). Il barbiere di Siviglia, opens at the Palais Garnier on Thurs and runs till July 5 (4017 3535). Armin Jordan conducts a concert performance of Don

## ■ NEW YORK

## FINANCIAL TIMES

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Monday June 8 1992

## Public policy and the banks

FOR THOSE who were worried at the prospect of further shrinkage in the already thin ranks of the British clearing banks, the withdrawal of Lloyds from the battle for Midland will be a cause for rejoicing. Yet the crude numbers remain an exceptionally poor indicator of the public policy fallout in this tightly argued battle.

In terms of the public interest, the respective merits of Lloyds and Hongkong and Shanghai Banking Corporation as owners of Midland always depended heavily on how the problems of the British banking system were defined. If the problem was a lack of competition, a victory for Lloyds was likely to be mixed blessing, and not necessarily because of the impact on hard-hit small businesses. For it could be argued that banks simply do not behave competitively in this sector in a recession, *sous court*, and that a reduction in clearing bank numbers might not have affected the issue much one way or another. But the Monopolies Commission would probably have raised concerns about other areas of the two businesses.

If, on the other hand, the more pressing problem is surplus capacity, the Lloyds' proposals for pruning branches and employees provided a more efficient solution than anything the Hongkong Bank could offer. The building societies are banks in all but name and competition in retail banking is fierce. In wholesale banking, the barriers to entry have been substantially dismantled, to the delight of the large contingent of foreign bankers in London.

### Huge profits

Hongkong Bank raises an altogether different set of issues. With its strong balance sheet and huge profits in Asia, it will undoubtedly lend muscle to a British clearer that has been forced to curb its ambitions because of a conspicuous shortage of profits. While the need to look after sensitivities in Beijing may militate against big injections of capital into Midland, everything nonetheless points in the direction of greater competition, not less, assuming the takeover is completed. The addition of external capital to British banking would also have the beneficial effect of reducing any financial constraint on economic recovery.

## Waiting for Denmark

THERE WAS no need to panic when the Danes rejected the Maastricht agreement on European union last Tuesday. So far, the British government has not done so. There was an initial wobble over whether or not to postpone debate on the bill enacting the treaty, but then the prime minister has, quite rightly, played for time. His government will respond pragmatically to events as they unfold. Meanwhile, it will follow the plan agreed by the foreign ministers in Oslo, which is to proceed as if the Danes, having voiced their dissatisfaction, can be relied on to come round later.

Any other strategy would be immediately destructive. As leader of the Conservative party, Mr Major must take notice of the growing strength of the anti-federalists, while staying true to the delicate balance he worked so hard to establish during the negotiations. As head of government, he must be sensitive to the switch in national sentiment away from support for the Maastricht accord, without being seen to abandon his commitment to both the European Union and Britain's place "at the heart of it". As president of the EC from July 1, he must consider the interests of a community of 12, and the possible future of a club with perhaps 20 or more members.

Yet there is always danger in a minefield, even when you proceed with extreme caution, and especially when you move ahead in a straight line. The bill to ratify the Maastricht deal will have to be withheld from further parliamentary consideration until the whip can be certain they will get it through. The Labour party is aware that a government with a majority of only 21 can be embarrassed, particularly on an issue on which the ruling party is divided.

### Another upset

The Irish electorate, thought to be in favour of a "yes" vote, may cause another upset at their referendum in 10 days' time. If they accept the deal they may temporarily neutralise the effect of the Danish rejection, but that would not be the end of it. A popular vote called for by President Mitterrand follows later in the year. The polls suggest that the French electorate will not reject the deal, but in its present mood its response to

**C**ontinental Europe has been experiencing a hot spring of labour unrest. Workers in Germany, the Netherlands, Spain, France and Italy have been taking industrial action over the past few weeks from varying positions of strength and weakness. If there has been any common factor linking the disputes it has been a reaction to governments' or employers' trying to squeeze inflationary expectations as European monetary discipline bites.

Government and employers in the UK have been trying to do the same. Yet absent from the strike list are British workers, once famed for their militancy, and still among the most highly unionised in Europe. This is not true; in 1987 the number of days lost through strikes in the UK was the lowest since records began 100 years ago.

The absence of strikes says something about how UK industrial relations have changed, although it is not necessarily a sign of the terminal weakness of organised labour. In Scandinavia, where unions are strong, strikes are rare. In countries like the US and France, where unions overall are weak, they are common in certain sectors.

Indeed, the reforms introduced by Britain's Conservative government in the 1980s, curbing the use of the strike weapon and making unions more accountable to their members, not only improved industrial relations but also, arguably, strengthened the support for apolitical trade unionism.

Contrary to much of the union rhetoric of the time there was no "attack" on trade unionism in the 1980s in the sense – well understood by American trade unionists – of widespread derecognition of unions and refusal by employers to continue collective bargaining.

Yet, after the failure of the Labour party to win the general election, could the 1990s be the decade in which the unions start to lose that critical mass which still makes them a force to be reckoned with in British industrial life?

At the very least, they will face another five years of unfriendly government, falling membership as jobs continue to shift from manufacturing to thinly unionised services, and employers able to set the bargaining agenda.

Some union leaders claim to detect a more conciliatory spirit in the new Tory government – undogmatic Mrs Gillian Shephard at the Employment Department and interventionist Mr Michael Heseltine at Industry – but they may be confusing style with substance.

The leaders of the Trade Union Congress meet Mrs Shephard tomorrow and will have a chance to find out. She has inherited an employment white paper more openly opposed to collective bargaining and traditional trade unionism, and more enthusiastic about re-establishing a direct relationship between employer and employee, than any of the white papers from the Thatcher years.

She has also inherited legislative plans that could radically speed up the decline in union membership. According to Professor Paul Willman of the London Business School, the government plan to end the system by which employers deduct union dues from employee pay packets could cut union membership by up to 15 per cent, when it is introduced next year, so making worse the financial crisis many unions face.

Furthermore, the government's plans to decentralise large parts of the public services and introduce a long summer "anti" campaign cannot be taken for granted.

At the same time, the pressure for a British referendum is growing.

The anti-federalists see it as a glorious opportunity to smash the Maastricht deal. The Labour party has not succumbed to the temptation to make mischief, but the possibility is always there. There is a decent argument in favour of a British consultation, namely that since all the parties contesting the general election in April were in favour the public has not had an opportunity to vote on the proposed treaty. Against this must be set the fact that no fringe anti-EC election candidates have succeeded in making an impact. Yet the weekend polls suggest there is strong public support for a chance for the British people to have a direct voice in the proceedings.

### Theoretical merits

The theoretical merits of the case are, however, outweighed by the practical damage that a government espousal of a referendum would do. It could be widely misinterpreted at home as a chance to vote "against the common market". In the rest of the community, it would almost certainly be seen as a reversion to the traditional, ever-negative, insular opposition to all things European that has kept Britain on the sidelines for most of the past 40 years. It would weaken the authority of Britain's EC presidency when there is much work to do, not least on enlargement and the community budget.

What was agreed at Maastricht was imperfect, but then any closely-negotiated agreement between 12 states is likely to be it does, however, represent a workable way forward for European union, in a direction that should give greater comfort to those who wish to preserve the strength of national governments than to the proponents of a super-state. The EC does not need to become a superstate to achieve the cohesion needed to compete economically with Japan and the US and to reinforce its position as the pillar of political stability in a continent of shifting forces. But to achieve these ends, the Community needs workable co-operative mechanisms of the kind the 12 sought at Maastricht. The exorbitant politics of referendums do not alter that.

**T**he chill wind of global competition is beginning to blow through the European market in espadrilles and galoshes.

National trade experts and European Commission officials have seen an awful lot of shoes over the past few weeks. They range from smart ladies' court shoes, imported into the UK for just £3, and selling very nicely thank you at £2.99 the pair, to top-of-the-range "pump" training shoes, which are snapped up for more than £24.99.

All these shoes are made in the People's Republic of China. The difference between them is that, following agreement by trade officials last Thursday, EC imports of waterproof footwear and beach-shoes should be completely unrestricted from January 1 1993, while court shoes and trainers are likely to be subject to a Community-wide quota.

The agreement has implications beyond the price and style of footwear in a single European market. If the decision is confirmed at a meeting of EC member states, to be held within a few weeks, it could represent an important test case for reform of the chaotic system of national quotas between EC members and external trading partners.

The sensitivities of reform are manifest in the shoes saga. While a number of parents would doubtless welcome some Community-wide restriction on their offspring's purchase of expensive training shoes, the quota proposal has trodden on the toes of several companies, Nike, Reebok, LA Gear and others have all employed legal counsel to fight their case in Brussels.

Their lawyers and lobbyists argue that the political point of imposing

Union membership is falling and the labour movement may be losing its "critical mass", writes David Goodhart

## Solidarity meets social change

private sector management practices and local pay bargaining could undermine the heartland of trade unionism. According to the 1991 British Social Attitudes survey, 69 per cent of public sector workers are in a union, compared with 27 per cent in the private sector.

The trend in the private sector is one of inexorable decline. Professor David Metcalf of the London School of Economics says: "By the end of the decade, union membership will be below 20 per cent because of the growth in services at the expense of manufacturing."

Even in manufacturing industry, union density – the proportion of union members in the total workforce – is down to about 40 per cent thanks to union failure to recruit in growth sectors like electronics.

Yet the bleakness of the outlook for the unions should not be exaggerated. There is no evidence that UK industrial relations is following the US pattern, where unionisation has fallen from nearly 40 per cent of employees in 1940 to about 12 per cent today.

Even in UK service industries, supposedly a no-go area for unionism, there are exceptions to the rule. Take the high street of a typical town in south-east England: Midland Bank, Barclays Bank, the post office, the railway station, W H Smith, and J Sainsbury are organisations that recognise unions and bargain with them centrally.

**T**he unions have lost 3.5m members since 1979, but they still have just fewer than 10m members, including non-TUC affiliated unions. That is a respectable 38 per cent of all employees, excluding the self-employed.

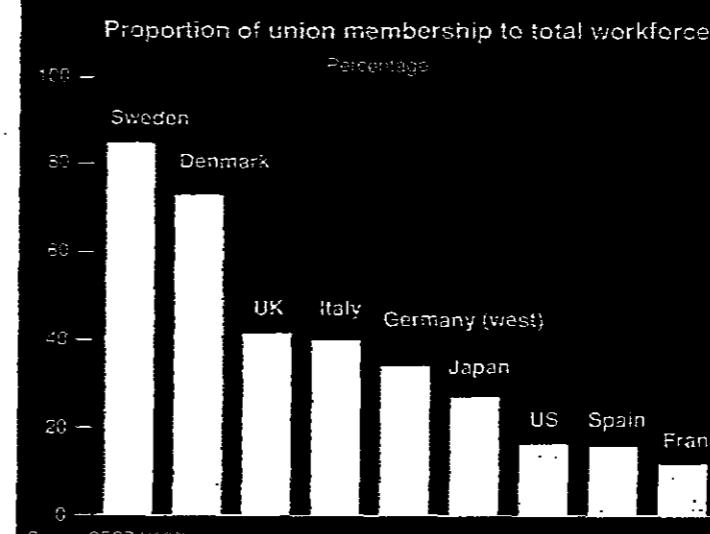
Collective bargaining still covers more than half of all UK employees and has an influence far beyond its formal boundaries with many non-union employers shadowing union agreements. Decentralisation of bargaining in the private sector, and the winding up of national agreements, has often played to union strength at plant level.

Derecognition is slowly picking up but has been relatively rare over the past decade apart from a few spectacular cases like Mr Rupert Murdoch's shedding of the print unions at his Wapping plant and a trickle of less prominent ones involving professional and managerial staff.

One reason deregulation has not gathered pace is the flexibility of the unions – represented nationally by figures such as Mr John Edmunds leader of the GMB general union and Mr Bill Jordan leader of the AEEU craft union.

Such unions have accepted much of the new "human resources management" personnel agenda with its emphasis on labour as a resource, not just a cost, which needs to be

### Unions march out of step



trained, developed and communicated with – often by-passing union channels.

And so rare has been the opportunity to acquire new members that unions have competed to offer single union, no-strike deals with complete labour force flexibility on greenfield sites. Many established sites have started to win similar changes, for example, the recent Japanese-style working practices deal at Rover cars.

This new flexibility, which the unions have been forced to accept, has helped to wipe out the historic productivity gap between union and non-union companies and thus removed an important incentive to

and average earnings increases – currently 7.75 per cent on an annualised basis – have remained at least two percentage points ahead of inflation.

This continuing pay problem prompted the National Economic Development Council to speculate recently that the UK has the worst of both worlds in industrial relations. Unlike the US, the UK has had sufficient collective bargaining to push wages up but has not been centralised enough to follow Scandinavia and Germany in co-ordinating pay in line with what the economy can afford.

But following the US path may not help to keep wages down, as collective bargaining is no longer the only, or even the main, culprit in high pay deals. Between 1979 and 1990, the real earnings of manual workers, mainly covered by collective bargaining, rose only 11 per cent compared with a 33 per cent rise for non-manual workers, the vast bulk of whom are not covered by collective bargaining.

So there is unlikely to be strong political or employer pressure for a US-style solution, but the unions still face a slow dwindling of their influence. Will they be able to halt that trend?

They will only by making better use of their meagre resources. Many unions still do not know what a departmental budget is and many union leaders are too preoccupied with politics to manage their organisations efficiently. Breaking the links with the Labour party might help. So, too, could a further concentration of functions at the TUC. Labour's defeat makes more likely a historic merger between the two great general unions, the GMB and the TGWU, to add to the other mega-unions, Unison, the 1.4m strong mega-union planned for the public sector, should make it easier for the highly centralised public sector unions to deal with the challenge of de-centralisation by allowing them to fund bargaining expertise at local level.

But in the longer run, as collective bargaining over pay withers, union survival will depend on finding a role which complements the growing importance of the law at work. Acas, the government conciliation service, last year reported another record work-load for industrial tribunals.

One pointer to the future could be the attempts by the National Communications Union, the main union in British Telecom, to expand outside its dwindling base into the fast growing but mainly non-union communications sector.

The NCU is unlikely to win traditional pay bargaining rights at Mercury, BT's non-union rival, or in the small cable television companies where it is recruiting. But it hopes to build up a substantial membership on the basis of legal support in disciplinary and redundancy cases, health and safety expertise, and the union discount services, such as cheap loans, insurance and travel.

In smaller companies, unions like

the NCU hope to play a quasi-personnel role advising employers as well as employees on employment law.

In larger companies, the unions might also find a role dealing with the many grievances that arise when collective bargaining is abolished and replaced with individual performance measurement and individualised pay packets.

Advisory organisations providing services to individual employees may not be a form of trade unionism that the movement's founders would recognise, but it is the best hope for British trade unionism in the 21st century.

## EC sports shoe quota treads on a few toes

A footwear dispute is forcing Brussels to tackle curbs on imports from non-Community countries, says Andrew Hill

**T**he chill wind of global competition is beginning to blow through the European market in espadrilles and galoshes.

National trade experts and European Commission officials have seen an awful lot of shoes over the past few weeks. They range from smart ladies' court shoes, imported into the UK for just £3, and selling very nicely thank you at £2.99 the pair, to top-of-the-range "pump" training shoes, which are snapped up for more than £24.99.

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The agreement has implications beyond the price and style of footwear in a single European market. If the decision is confirmed at a meeting of EC member states, to be held within a few weeks, it could represent an important test case for reform of the chaotic system of national quotas between EC members and external trading partners.

The sensitivities of reform are manifest in the shoes saga. While a number of parents would doubtless welcome some Community-wide restriction on their offspring's purchase of expensive training shoes, the quota proposal has trodden on the toes of several companies, Nike, Reebok, LA Gear and others have all employed legal counsel to fight their case in Brussels.

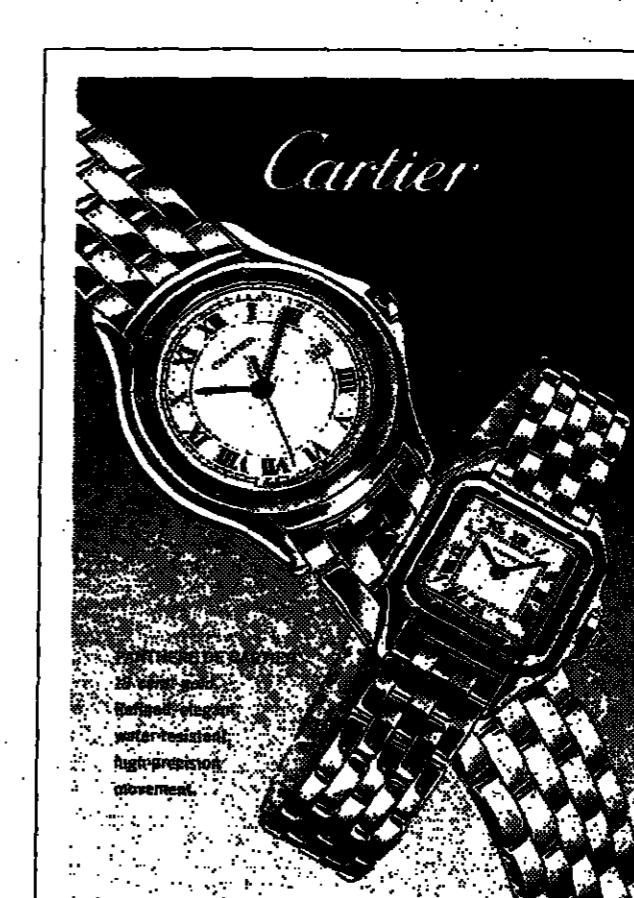
Their lawyers and lobbyists argue that the political point of imposing

more difficult to enforce, so the Commission has to decide how to rationalise the network of restrictions. It has two options: to "comunitise" – to set a single Community quota, enforceable at external EC frontiers – or to liberalise.

Reform of the system of restrictions likely to be a painfully slow process. This is mainly because the history of commercial links with state trading countries is not really about trade at all, but about politics. Central and east European nations used to be classified as state trading countries, and movement to harmonise national restrictions was imperceptibly slow. That was the case until one Friday in 1988, when member states suddenly decided that Hungary was emerging from behind the Iron Curtain, and a Brussels official had to prepare a regulation abolishing all EC trade curbs affecting it by Monday.

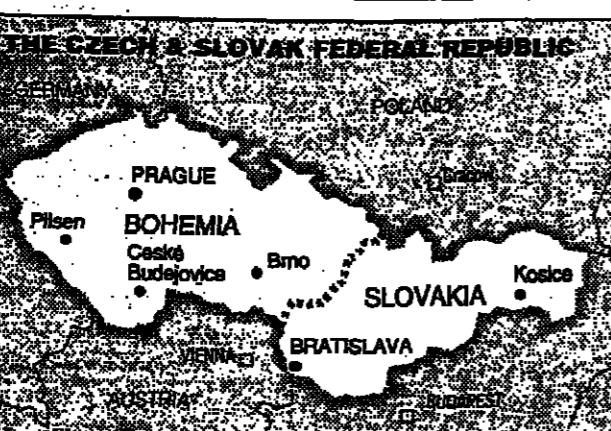
In the case of China, it will take some time to find the same political will. But in the meantime the Commission is trying to chip away at the national quotas. For the trainer manufacturers, however, the fight is not over: national experts must meet again to discuss member states' technical objections to the measure, including its effect on the sports shoe market.

But Commission officials believe the fuss kicked up by the sports shoe companies is less important than the battle Brussels appears to have won with the member states. If agreement on a harmonised quota can be turned into a formal decision, the way could finally be opened to further simplification of the byzantine structure of individual barriers to trade with non-EC countries before the end of the year.



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## Czechs and Slovaks reconsider the federation

Following weekend elections, the two peoples may be heading for a 'velvet divorce' write Anthony Robinson and Ariane Genillard

The fate of Czechoslovakia now rests with two powerful politicians after weekend elections revealed the strength of left-wing separatist feelings in Slovakia and strong support for western-style economic reforms in the Czech lands.

Voters in the economically more advanced and populous Czech republic, with its capital in Prague, strongly supported the Civic Democratic party (ODS) led by Mr Vaclav Klaus, the federal finance minister. But Slovaks in the economically fragile eastern part of the federal state voted overwhelmingly for Mr Vladimir Meciar, leader of the Movement for a Democratic Slovakia. Mr Meciar has promised that Slovakia will no longer be dictated to by Prague but, until now, has stopped short of demanding outright independence.

The two men, who will dominate their respective republican parliaments, will have to make difficult compromises at a federal level which will test their political skills to the utmost if the Czech and Slovak federation is to survive.

In the Czech republic, the results are a personal triumph for Mr Klaus, and a blow to the populists who predicted the ODS would only pick up about 20 per cent of the vote. It got more than 30 per cent.

The polls failed to register how Mr Klaus managed to win the pocket-book loyalty of millions of voters by implementing the first stage of mass privatisation before the election.

More than 8.5m voters went into these elections as the owners of voucher books entitling them to shares in thousands of Czech and Slovak companies now being privatised. Mr Klaus has made sure that millions of Czechs and Slovaks have a stake in the successful outcome of economic reform.

At a first glance, the election results indicate that this has mainly affected voters in the Czech lands. Many Slovak voters responded instead to Mr Meciar's argument that an arrogant Prague had imposed

macro-economic policies which failed to reflect the different needs of Slovakia's weaker and more vulnerable economy, still heavily based on arms and heavy industry.

But finding common ground on constitutional issues will be as difficult as bridging the wide economic differences. Over the last two years, Czech and Slovak politicians have tried and failed to write a new constitution to replace that inherited from the communist regime which was swept away by the November 1989 "velvet revolution".

The question is whether Mr Klaus and Mr Meciar, having emerged as clear leaders in their respective republics, have the political and personal skills to negotiate a new basis for co-existence.

At present, legislation in the tri-cameral federal assembly has to be approved both by the

Chamber of Peopled and Mr Meciar calls for greater state intervention financed by budget deficits, if necessary

government with crucial economic powers against the wishes of Mr Meciar, who wants economic decisions to be made in Bratislava, the Slovak capital. Mr Meciar calls for greater state intervention, financed by budget deficits if necessary and a Slovak central bank.

This is anathema to Mr Klaus, who campaigned on the principle that the federation is only worth preserving if it is based on "sound principles". If not, he says, it would be better to opt for a "velvet divorce".

One of the few areas of common ground is the belief that dissolution of the federal republic would not lead to the ethnic violence which has characterised the partition of former Yugoslavia.

The elections, in which over 80 per cent of the electorate voted, were impeccably peaceful. Together the Czechs and Slovaks ran the most successful democracy in central Europe between the wars. But Slovaks have long resented Prague's dominant role which has fueled the desire for Slovak national sovereignty.

If these resentments lead to political divorce, however, it would inevitably distract attention from economic reform. It would also cost the Slovak budget an estimated \$300m in annual subsidies from the Czech lands and lead to a projected 100 per cent devaluation of the new Slovak currency.

Mr Klaus, whose ODS was the only party to fight the election in both republics, apart from the neo-fascist republican party of Mr Miroslav Sladek, rejects any idea of a looser confederation and insists that a future reformed federation must rest on a common currency, a single central bank, close co-operation in fiscal and monetary policy and commitment to market reforms.

This would leave the federal government with crucial economic powers against the wishes of Mr Meciar, who wants economic decisions to be made in Bratislava, the Slovak capital. Mr Meciar calls for greater state intervention, financed by budget deficits if necessary

dozen projects are only awaiting Czech government approval before they can start.

The attractiveness of investment has been reinforced by the strong vote for rapid privatisation and market reforms.

Slovakia has received some recent foreign investment, like Volkswagen's new assembly plant in Bratislava and a joint venture with Whirlpool, the US domestic appliance group. But over 80 per cent of foreign investment so far has been in the Czech lands. Secession and a lesser commitment to economic reform would further reduce Slovakia's attractiveness to foreign investors who are desperately needed to help restructure the economy.

Apart from the strong economic arguments for remaining attached to what is likely to be an increasingly powerful Czech economic "locomotive", Slovakia has a 600,000 strong ethnic Hungarian minority, an unresolved conflict with Hungary over the controversial Gabčíkovo dam project on the Danube and a disputed border with a resurgent independent Ukraine. This is a potentially dangerous part of the world for a small country on its own.

But Czechs too would be diminished if Slovakia peeled away, leaving them alone to face the unresolved issue of compensation for the 3m ethnic Germans expelled after the last war. Heavy German investment has already stirred the first worries about the long-term risks to the survival of Czech culture as a small country of only 10m people.

These are powerful, common sense reasons for Czechs and Slovaks to re-negotiate the basis of their continuing co-existence.

Before the election, president Havel told voters they had the power "to make Czechoslovakia a focus of European stability or a place of permanent conflict... and permanent political and constitutional crisis". The voters have spoken. It is now up to their elected leaders to decide which path the country chooses.

### Training in UK needs to be formalised

From W J Goldfinch

Sir, Sir John Cassells admirably explains (Personal View, June 2) why so few 16- to 18-year-olds benefit from education and training on a par with Britain's competitors. Our "system" works against the grain of human nature. Sir John's solution works with it.

As he says, all 16- to 19-year-olds' further education has to be state-funded and the cost of trainees' pay or, preferably,

allowances, has to be balanced by the value of the trainee's output. In the interests of the trainee, there should be a formal training contract, culminating in a nationally recognised qualification.

Employers will need to be involved to ensure the quality of craft-technician level vocational programmes remains ahead of our competitors.

There is a danger it will not, as more young people remain in full-time education, unless a market system as described by Sir John is created.

The Engineering Employers' Federation has been campaigning for such changes. Early

Youth Training Scheme policy was establishing the right attitudes, funding, training contracts and trainee allowances. Regrettably, the essential national qualification and quality control system was not then in place. A critical first move would be for the government to reinstate those early policies and use training credits as the funding mechanism.

W J Goldfinch, managing director, AVO International, (chairman, EEF education, recruitment & training policy committee), Archcliffe Road, Dover, Kent CT17 8QH

### No security compromise

From Dr B Wharmby

Sir, I would like to correct an impression given by Mr Hanson (Letters, May 22) that the licence condition derogation granted to National Grid for the connection of the Greystones Power Station may compromise system security.

The derogation will allow output from Greystones to be sold into the electricity pool before associated grid system reinforcements are complete. The station will be able to generate at full output under normal grid system conditions, but with a severely restricted output when transmission outages occur. Arrangements will be made by National Grid for automatic reduction of station output when required. Thus Greystones itself will be connected at a reduced level of security. The remainder of the system, including connections to other power stations and regional electricity companies, will operate to the standards placed on National Grid by its transmission licence.

Security of supply to customers will be unchanged by this arrangement, but customers will stand to benefit from the earlier introduction of an efficient power station on to the grid system.

B Wharmby, technical director, Office of Electricity Regulation, Hagley House, Hagley Road, Edgbaston, Birmingham B16 8QG

### Institute plans to act on Cadbury corporate governance report

From Mr W I D Plaistowe

Sir, A number of the Cadbury report's recommendations on corporate governance require action by the accountancy profession. These are now being addressed urgently by my institute.

● Internal controls: The institute made several submissions to the Cadbury Committee, one of which recommended that listed companies should report publicly on the state of their internal controls. The institute, with the 100 Group of Finance Directors, and the Institute of Chartered Accountants of Scotland, has set up a working group to examine the practicalities of reporting on internal control from the business viewpoint, and to take forward Cadbury's recommendations.

● Going concern: A similar working group will look at guidance for company directors on the Cadbury recommendation that they should state in their report that the business is a going concern.

This work will be complementary to that relevant to the proposals of the Auditing Practices Board on this subject.

● Rotation of audit partners:

The institute also plans to carry out work on the Cadbury Committee's proposal that the profession should draw up appropriate guidelines for periodic changes of audit partners. Careful consideration will be given to the implications of this, with a view to the possible production of ethical guidance by the three institutes of chartered accountants.

● Research: The institute has earmarked funds for any research proposals which would carry forward the Cadbury Committee's work.

W I D Plaistowe, president, Institute of Chartered Accountants, Chartered Accountants Hall, Moorgate Place, London EC2

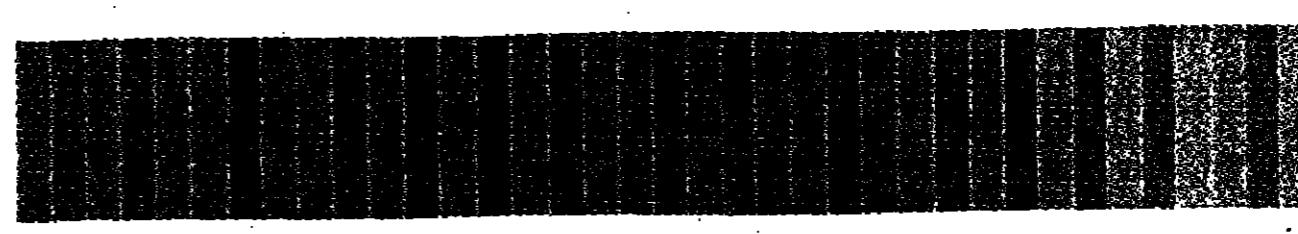
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### OBSERVER

of a western Gatt mission. Second, without successful conclusion of the Uruguay Round, it is not possible to tell candidates what kind of institution they'd be heading.

Current betting is that Dunkel will be asked to stay on for a further six months. But, this time at least, nobody's setting any firm deadlines.

#### Wigging

It seems that new Lord Chief Justice Lord Taylor has not yet convinced everyone that judges are user-friendly and in tune with the times. A piece of graffiti at Knightsbridge Crown Court reads: "The Ice Age wiped out the dinosaurs, but how did the judges survive?"

Of course, carbon-dating of the inscription may show it was written during the tenure of Taylor's predecessor, Lord Lane.

#### Unwinding

Another tell-tale sign that all is not well at Wasserstein Perella, the high-flying international investment banking boutique?

Alan Stephenson, co-head of the merger and acquisitions advisory group, has decided to hand in his notice and return to his old law firm, Gravath, Swaine & Moore.

He insists his decision to jump ship says nothing about the future of Wasserstein, founded by former Wall Street takeover superstars Bruce Wasserstein and Joe Perella. "I had never lost my interest in law," explains Stephenson who is expected to recruit old clients such as Time and CBS.

Even so, the departure of a professional of his calibre suggests that some of the other big names lured to Wasserstein



"I've trained him to pay lip-service to the environment."

a couple of years ago may be retaking their careers.

At 69, the London operation's chairman Lord Haslam is probably too old to bother about moving. But one wonders how much longer an ambitious type like Sir Peter Levine, 50-year-old former head of defence procurement at Britain's defence ministry, is going to hang around.

After all, if Levine was working flat out on Wasserstein business, he'd surely not be collecting odd jobs such as the chairmanship of the Docklands Light Railway - let alone have the spare time to advise the prime minister on efficiency.

#### Closed tender

Wouldn't it be nice if Premier John Major's commitment to open government shed some light on Whitehall's secretive system for deciding public spending?

Opening up the process to public scrutiny might arguably help the government to reach better decisions. But officials have rejected requests for publication of details of the

spending bids different departments are now submitting as part of the build-up to the Treasury's Autumn Statement.

By custom, the papers are never published, though no one can rule out "leaks" of selected contents by individual departments anxious to press their case for more money.

While the public would clearly be better informed about the issues if different departments' bids were open to examination, the official view remains that government efficiency is best served if the arguments go on behind closed doors. Another piece of civil service stone-walling that needs knocking down.

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#### Explained

It won't be all plain sailing at actuaries R Watson's forthcoming seminar. The first session is called "A plain man's guide to the US benefit scene", and the second "A plain man's guide to the Canadian benefit scene".

But the next is "Expatriates: benefits and related tax issues".

The reason for the style-change isn't hard to find. While men will present the first two, the third will be run by Ruth Ryals of George Beram & Co in Boston. "A plain woman's guide..." would be less than politically correct.

#### Foot note

As the Inter-City train makes yet another unscheduled stop, an irate passenger snarls at the conductor: "This service is appalling, I have urgent appointments in town. Can't you go any faster?"

"I certainly could, sir," the British Rail official replies, "if I didn't have to stay on the train."



**FINANCIAL TIMES**  
**COMPANIES & MARKETS**

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Monday June 8 1992

**INSIDE**

**GPA boosts size of global share offer**

GPA, the world's largest lessor of modern commercial aircraft, has increased its global share offer from 80m to 85m shares. There has been no change to the \$10 to \$12.50 indicated range for the issue price. At the \$12.50 price, the offer would raise more than \$1bn and value the group at \$3.6bn. Page 16

**Banc One to buy Key Centurion**

Banc One, the fast-growing Ohio-based commercial banking group, is to acquire Key Centurion of West Virginia in a stock deal worth \$558m. The purchase of the 54-branch bank, Banc One's sixth acquisition of the year, will bring its total assets to \$75bn, more than double their level at the start of last year. Page 17

**Gilt dealers shrug off Maastricht**

The shock waves sent through Europe by last week's referendum in Denmark on the Maastricht treaty may have only limited impact on the outlook for gilts. By the weekend, many gilt practitioners were considering the outlook for the securities with reference to factors other than the treaty's terms for Emu. Page 18

**O&Y creditors split into groups**

An Ontario court has split Olympia & York's creditors into six committees to negotiate a debt-restructuring plan for the crippled property developer. O&Y had proposed five committees, but Mr Justice Blair ruled that holders of securities fully backed by specific buildings should be segregated from a group of five banks with lesser claims to the properties. Page 17

**Rugby buys Ward for £15m**

Rugby Group of the UK, which makes technical advanced components for the building industry but ran out of cash to survive the recession, has been bought by Rugby Group for £15.3m (£27.8m). Almost 1,000 jobs will be saved in Britain, France and Germany. Page 18

**US boost for Wellcome drug**

US revenues generated by Zovirax, the world's best-selling anti-viral drug marketed by Wellcome, the UK pharmaceuticals group, could be far higher than analysts' predictions, according to a leading American virologist. Page 16

**Purves confident on Midland bid**

Mr William Purves, Hongkong and Shanghai Bank's chairman, said yesterday he expected Midland Bank shareholders to follow their board's advice and accept his bank's offer for the British clearer now that Lloyd's had withdrawn from the contest. Page 16

**Market Statistics**

Best lending rates: 25 London share service 25-27

FT-A World Indexes 25 Managed fund service 21-24

FTISMA Int bond serv 18 Money markets 18

Foreign exchanges 25 New int bond issues 18

London recent issues 25 World stock intd index 25

Market Statistics

Companies in this issue

Banc One 17 Lloyds Bank 18

Bayer 17 Midland Bank 18

Biba-Geigy 17 Novartis 18

Deutsche Aerospace 17 Olympics & York 17

Dofasco 17 Rhône-Poulenc 18

Fokker 17 Rugby Group 18

GPA 16 SEBanken 16

Heron International 15 Standard Bank Inv. 17

Hongkong Bank 15 Voest Stahl 17

ICI 15 Ward Group 16

Key Centurion 17 Wellcome 18

Market Statistics

Companies in this issue

Banc One 17 Lloyds Bank 18

Bayer 17 Midland Bank 18

Biba-Geigy 17 Novartis 18

Deutsche Aerospace 17 Olympics & York 17

Dofasco 17 Rhône-Poulenc 18

Fokker 17 Rugby Group 18

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Heron International 15 Standard Bank Inv. 17

Hongkong Bank 15 Voest Stahl 17

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Key Centurion 17 Wellcome 18

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Hongkong Bank 15 Voest Stahl 17

ICI 15 Ward Group 16

Key Centurion 17 Wellcome 18

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Hongkong Bank 15 Voest Stahl 17

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Hongkong Bank 15 Voest Stahl 17

ICI 15 Ward Group 16

Key Centurion 17 Wellcome 18

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Dofasco 17 Rhône-Poulenc 18

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Heron International 15 Standard Bank Inv. 17

Hongkong Bank 15 Voest Stahl 17

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Key Centurion 17 Wellcome 18

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Dofasco 17 Rhône-Poulenc 18

Fokker 17 Rugby Group 18

GPA 16 SEBanken 16

Heron International 15 Standard Bank Inv. 17

Hongkong Bank 15 Voest Stahl 17

ICI 15 Ward Group 16

Key Centurion 17 Wellcome 18

Market Statistics

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Banc One 17 Lloyds Bank 18

Bayer 17 Midland Bank 18

Biba-Geigy 17 Novartis 18

Deutsche Aerospace 17 Olympics & York 17

## COMPANIES AND FINANCE

**GPA lifts offer to 85m shares**

By Maggie Urry

GPA, the world's largest lessor of modern commercial aircraft, has increased the size of its global share offer from 80m to 85m shares. There has been no change to the \$10 to \$12.50 (\$5.45 to \$6.80) indicated range for the issue price. At the \$12.50 price the offer would raise over \$1bn and value the group at \$3.6bn.

The issue could be increased again by up to 12.75m shares under the so-called "green shoe" arrangements, should demand warrant it.

The group, based in the Irish Republic and headed by Mr Tony Ryan, is going public through a four-part offer with tranches in the UK and Ireland, the US, Japan and the rest of the world. The prospectus for the UK and Ireland issue will be published today.

Advisers to the group said that responses to the international presentations to potential investors had been sufficiently encouraging to increase the size of the offer. There had also been a higher level of interest shown by UK and Irish private investors than expected and as a result the prospectus will be advertised in the press. Of the extra 8m shares, 3.5m



Tony Ryan: up to 12.75m further shares could be issued

will be additional new shares, taking the number the company is selling to 59.5m. If the price is set at the top of the range GPA would receive \$85.6m, net of expenses, from the sale. Existing shareholders

of 1994. It has options to buy another \$8.1bn by 2000.

The group's banking covenants allow it a maximum debt to equity ratio of 5:1. The ratio is 3:1 before the offer. As well as committed loan facilities, GPA sells aircraft to help finance purchases. In the last two financial years these sales have raised \$1.2bn a year.

GPA also taps the international bond markets for funds. It is finalising a \$522m deal securitising aircraft leases.

The offer period for the UK and Ireland part of the offer is being extended by one day to June 16. Applicants in this offer can specify a maximum price they are willing to pay or can agree to buy at whatever price is set. UK applicants must apply for a minimum of 200 shares, costing at least \$1.90 at the lowest price.

The price will be set on or about June 17, when the decision whether to increase again will be taken. The price will be announced on June 18 at 12.30pm, with conditional dealings expected at 2.30pm.

That price will form the basis of public offers in the US and Japan and private placements in continental Europe, Canada and elsewhere. These offers will close on June 25.



THE BATTLE FOR MIDLAND

**Hongkong expects holders to accept bid**By Simon Holberton  
In Hong Kong

MR. WILLIAM Purves, Hongkong and Shanghai Bank's chairman, said yesterday that he expected Midland Bank shareholders to follow their board's strong advice and accept his bank's offer for the British clearer now that Lloyds Bank had withdrawn from the contest.

Hongkong Bank convenes an extraordinary general meeting of its shareholders tomorrow to approve its £1.9bn offer for Midland. At that meeting shareholders would also be asked to withdraw the restriction limiting any one shareholder from owning more than 1 per cent of the bank.

Mr Purves said that the bid "seems to be moving in the right direction". On Friday, just hours after the department of trade and industry allowed

Lloyds to buy up to 10 per cent of Midland, it had decided to withdraw from the fray.

"I don't anticipate anyone appearing on the horizon in the next 18 days," Mr Purves said in an interview. "But until the offer is closed and declared unconditional one can not be certain."

He said he did not expect that any of Midland's large shareholders would hold out and not accept the bid.

"If we do not have 50 per cent on the 25th [of June] then the offer is dead," he said. "In that event I would think the Midland share price would fall back by 10p to 15p. So I think it's unlikely that people would want to risk that."

He said that once the offer

went unconditional it would be left open for a period to allow for a mopping up exercise. He said the bank wanted to settle the transaction in July.

"Once it is unconditional we can sit down with Midland. There is a lot of work to be done if we are to get the synergies we promise." The bank predicts synergies will result in extra profits of £280m over the first four years of the merger.

Looking back on the contest for Midland, Mr Purves admitted that there had been the "odd distraction" but that it had gone according to plan.

"We planned to go down this route and we did," he said. "The only thing we got slightly

wrong was not realising that institutional shareholders of Midland would not be interested in holding our loan stock. They did not believe it would trade at par."

"Because of this we revised the offer so there was a cash alternative. We also revised it because of the planned sale of Thomas Cook. That will add about £100m to Midland's profit this year."

It was Mr Purves and Sir Kit McMahon, former Midland chairman, who conceived of the marriage between the two banks in the wings of the 1987 International Monetary Fund conference in Washington. But yesterday Mr Purves declined to take personal credit for the success.

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**Wellcome's US boost from Zovirax**

By Paul Abrahams in Berlin

US REVENUES generated by Zovirax, the world's best-selling anti-viral drug marketed by Wellcome, the UK pharmaceutical group, could be far higher than analysts' predictions, according to a leading American virologist.

Dr Richard Whitley, Professor of Paediatrics and Clinical Virology at the University of Alabama, believes Zovirax will be used by as many as 1m chicken pox patients over the next 12 months and by as many as 2m a year as early as 1993.

Previous estimates of Zovirax sales for this illness have been far lower. In a recent note SG Warburg, the company's brokers, estimated only 20 per cent of US patients would use the drug by 1994, generating additional revenues of only \$15m.

Zovirax, which is used mainly to treat herpes and related infections, was only licensed in the US for chicken pox early this year.

Between 3.4m and 4m US residents catch the disease annually.

Speaking at a virology conference in Berlin, Dr Whitley said he believed general practitioners would come under intense pressure from Paris to prescribe Zovirax for children infected with chicken pox.

Public awareness of the drug's benefits were well known, he said. If administered within 24 hours of the first signs of chicken pox, the drug can reduce the number of lesions and the severity of the disease.

Dr Whitley added that doctors may well prescribe Zovirax, which cost between \$30 and \$55 for a five day treatment, for fear of a potential litigation.

Chicken pox can lead to serious complications in a small minority of cases and the drug may be able to prevent the disease or lessen its severity.

He warned that the drug's high cost and the problems of quick diagnosis would prevent all patients receiving Zovirax.

**Rugby pays £15.3m for Ward after unusual administration**By Ian Hamilton Fazey,  
Northern Correspondent

WARD GROUP, which makes technically advanced components for the building industry but ran out of cash to survive the recession, has been bought by Rugby Group for £15.3m. Nearly 1,000 jobs will be saved in Britain, France and Germany.

Ward, based in Sherburn, North Yorkshire, went into administration last month, but the sale to Rugby was only made possible because two Coopers & Lybrand partners sent in to run it borrowed £2m to sell it as a going concern.

Accountants say such a move on the part of the receiver is unusual, but not without precedent.

Rugby, also in the construction components business, has gone Ward cheaply, since the book value of net assets pur-

chased is £27.1m. Ward has been trading on a cash with order basis while a buyer was found.

The purchase will strengthen Rugby's position in the metal products market and give it Ward's Atlas building system, which supplies complete metal buildings packages through a network of approved contractors.

Rugby also makes structural steel frames, pre-engineered components and steel cladding systems, as well as owning Abseal, a glass processor and insulated glazing manufacturer with modern plant in Leeds and Peterborough.

Rugby made £12.6m on sales of £17.5m in 1991, when interest charges were £265,000. In 1990, turnover dropped to just under £17.3m but profits tumbled to £8.7m as interest charges rose nearly eightfold to more than £2m. Last year's sales crashed

to only £9.9m and Ward just managed to break even before interest.

However, the soundness of Ward's advanced products in construction markets convinced Mr Michael Moore and Mr David Waterhouse of Coopers' Leeds office that they should risk borrowing £2m to keep it going. The money will be repaid by the deal and Coopers, which would have shared any losses, will get a fee.

Ward's creditors agreed to freeze their positions. Mr Moore said all would now be paid. "Although it was risk, it was an innovative approach which worked well," Mr Moore added.

The sale includes marketing companies for Ward building systems in Germany and France, as well as Multicam in Colmar, France, a stonework manufacturer employing 151 people.

**Norweb expands retailing with £5m buy**

By John Thornhill

NORWEB, the Manchester-based electricity company, is significantly expanding its retailing activities through the acquisition of 20 Atlantic electrical superstores from Thorn EMI for £5m in cash.

The acquisition of the Atlantic stores will double Norweb's retail floor space to 230,000 sq

ft and give it access to retail parks in the north of England and the Midlands.

Earlier this year, Thorn EMI decided to withdraw from its loss-making electrical retailing activities, which had lost £50m over the previous three years. Thorn said it would convert most of its 450-store Umbrellas chain to rental outlets and would consider selling its 45-store Atlantic chain.

**CROSS BORDER M&A DEALS**

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Hongkong and Shanghai Banking Corp (HK)	Midland Bank	Banking	£3.9bn	Improved bid in KOF
Blue Circle (UK)	Celsius (France)	Heating Products	£208.1m	European consolidation continues
KTU (Germany)	Thomas Cook (UK)	Travel agency	£200m	Non-core Midland sale
Corning (US)	J S Pathology (UK)	Clinical pathology	£23.2m	Agreed cash bid
Dunhill (UK)	Karl Lagerfeld (France)	Fashion design	£16m	Dunhill targets luxury fashion
Avonmore Foods (Ireland)	Harzland Fleisch (Germany)	Food production	£5.6m	European platform for future
Kinetics (UK/US)	Kef Audio	Hi-Fi	n/a	Buy from receiver
Rolls-Royce (UK)/Westinghouse (US)	Strategic alliance	Power generation	n/a	Creates No 2 in field
Fanuc (Japan)	GM Fanuc Robotics (US/Japan)	Robotic systems	n/a	GM sells its half

Source: FT Mergers + Acquisitions International

This announcement appears as a matter of record only.



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The amount due to Receipt Holders in respect of Yen 100,000,000 deposit is Yen 67,300,000 for payment on June 22, 1992.

Daiwa Europe Limited

June 6, 1992

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Notice is hereby given that the Rate of Interest has been fixed at 4.25% and that the interest payable on the relevant Interest Payment Date, September 8, 1992 against Coupon No. 23 in respect of

US\$100,000 nominal of the Notes will be US\$1,086.11.

June 8, 1992 London

By: Citibank, N.A. (Issuer Services), Agent Bank

This notice is important and requires the immediate attention of holders of Bonds, if holders are in any doubt as to the action they should take, they should consult an independent financial adviser authorised under the Financial Services Act 1986 without delay.

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By: The Chase Manhattan Bank, N.A.

Principal Paying and Conversion Agent

June 5, 1992

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From: CMC Analysis Ltd 100 New Bond Street,

## Banc One to buy Key Centurion for \$536m

By Alan Friedman  
in New York

**BANC ONE**, the fast-growing Ohio-based commercial banking group, is to acquire Key Centurion of West Virginia in a stock deal worth \$536m.

The purchase of the 54-branch bank, which represents Banc One's sixth acquisition of the year, will bring the group's total assets to \$75bn, more than double their level at the start of last year.

The rapid growth of the bank, which has made a dozen small-to-medium-sized acquisitions over the past 18 months, is as striking as its ability to avoid the large loan write-offs and other difficulties experi-

enced by much of the US banking industry.

Under the leadership of Mr John McCoy, chairman and chief executive, Banc One has been concentrating on a conservative lending policy in the retail banking sector and has maintained a return on assets that is among the highest in US banking.

Last year Banc One bucked the national trend by turning in a 25 per cent increase in net profit, to \$229m.

After the Centurion deal, which will add \$3bn of assets, Banc One will control 58 separate banks with more than 1,800 branches in 12 states. As such the bank is taking advantage of gaps in state banking

laws to become one of the most geographically diversified of US banking groups.

Mr McCoy said in an interview at the weekend that Banc One had made 100 acquisitions since 1987. He stressed the focus on retail-oriented bank acquisitions that allow Banc One to achieve a leading market share in each region in which it has expanded.

Although Mr McCoy's management is admired by many, the ambitious expansion of Banc One, which only two months ago did a \$1.2bn stock deal to acquire Valley National Bank of Arizona, has drawn criticism from fellow bankers.

"I think McCoy has done a terrific job of building up Banc

One, but I worry that he may be doing too much," said the chief executive of a New York bank.

"They have a lot on their plate now. It would not surprise me to see them developing a hiccup at some point," commented Mr Dan Martin, a banking analyst at Standard & Poor's, the rating agency.

Mr McCoy responds to such concerns by stressing his acquisitions have mainly been of banks with healthy balance sheets and that he has never acquired a bank more than a third the size of Banc One.

He also notes that unlike most US banks, Banc One has an unusually low proportion of property lending, which is

roughly 13 per cent of the bank's total loan portfolio, or half the average of many big banks.

"Nobody had to call us to ask how much loan exposure we had to Olympia & York. We are focused on retail banking," he said.

The Centurion deal is unlikely to cause any problems, according to S&P. This is because the West Virginia bank is very liquid, with a \$1.4bn loan portfolio and \$3bn of total assets.

A recent study by Salomon Brothers concluded that despite the speedy growth in assets, the recent acquisitions are unlikely to cause a "material impairment of earnings".

## Voest Stahl set back by weak steel prices

By Eric Frey in Vienna

**VOEST** Stahl, the Austrian steelmaker, saw operating income halved last year to Sch624m (\$85.4m) from Sch1.29bn because of weak steel prices and losses from specialty steel production.

However, Mr Ludwig von Bogdandy, chairman, said he expected a slight improvement in the 1992 results following restructuring at the steel and specialty steel divisions.

The steel company is the largest subsidiary of the state-owned holding concern Austria Industrie (AI), which is faced with massive losses at its aluminium unit AMAG.

There has been talk that Mr Rudolf Streicher, who last month lost the election for Austria's presidency against Mr Thomas Klestil, might take over from Mr von Bogdandy at Voest. Mr Streicher is an experienced industrial manager.

Voest's 1991 after-tax income dropped only 18 per cent to Sch285m from Sch350, helped by extraordinary results.

The company earlier wrote off its entire C\$700m investment in Algoma, which emerged last month from a debt-restructuring with its employees holding a sizeable equity interest.

Doasco, which is based in Hamilton, Ontario, plans to cut its workforce by 1,000 jobs by the end of the year through an early retirement package and the closure of its foundry operations.

## O&Y creditors divided into six committees

By Bernard Simon in Toronto

AN ONTARIO court has split Olympia & York's creditors into six committees for the purpose of negotiating a debt-restructuring plan for the crippled property developer.

O&Y had proposed five committees, but Mr Justice Blair ruled that holders of securities fully backed by specific buildings should be segregated from a group of five banks which have lesser claims to the properties.

Creditors affected by the order have claims on Olympia & York Developments, the Reichmann family's parent company, and on 28 other Canadian companies now under court protection.

Their loans make up about two-thirds of O&Y's total C\$13.5bn (US\$13bn) debt, and do not include direct loans to the Canary Wharf project in London or O&Y's two dozen US office buildings.

The committees represent the following groups:

• About 30 members of a US\$2.5bn jumbo loan syndicate. By far the biggest lender in this group is Hongkong & Shanghai Banking Corp, which advanced \$750m.

• Seven banks, led by Citicorp, which provided a \$500m loan secured by O&Y's stake in Carena Corp, a Canadian property holding company controlled by Toronto's Bronfman brothers.

June, 1992

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If you would like to promote your company's involvement in this region to this important audience, please contact Nigel Blackett or Simone Egli in Geneva on 731 16 04 Fax 731 94 81 or Patricia Surridge in London on 071 873 3426.

Data source: The Professional Investment Community Worldwide 1991 (MPC Int'l)

FT SURVEYS

## UK GILTS

## Dealers shrug off Maastricht factors

PRICES of gilt-edged securities slipped by up to 1 point as investors weighed up the implications that European monetary union may not happen after all.

But the shock waves sent through Europe by the referendum in Denmark may end up having only a relatively small impact on the outlook for gilts. By Friday night, many gilt practitioners were considering the outlook for the securities with reference to factors other than the terms as set out in the Maastricht treaty for Emu. These plans have now been relegated to history.

The gilt specialists were coming round to the conclusion that Maastricht had – in reality – had only a minor impact on the performance of the gilt market over the past six months.

"Even before the referendum, many people thought Emu in some shape or form had only a 50 per cent chance of coming off; after all, there were so many things that could have gone wrong," said one gilt observer. "After the Danes' decision, the probability has been pushed down to, say, 20 per cent. The change has been in terms of nuance rather

than a complete re-think about how the market is operating."

This interpretation was supported by the modest change in the yield difference between gilts and lower-yielding German bonds during last week.

On Monday, 10-year gilt yields were 124 basis points (1.24 percentage points) higher than the yields of equivalent German bonds. This illustrated the scepticism on the part of many investors that union was on course to take place by the end of the century.

Had their confidence about union been higher, the yield spread would have been much lower, indicating the perception that inflation and interest rates in the two countries were on course for convergence.

On Friday night, after the Danish decision led to investors switching out of UK securities but left German bonds little changed, the yield difference was slightly higher at 137 basis points. It looks over the next few weeks that the yield difference may edge up still more, as investors rethink their strategies over economic convergence. Theories held by some economists a week ago that the yield difference might come down to only 100 basis

## UK gilts yield

Published at 1pm (UK)  
June 5, 1992

points by the end of the year are no longer in circulation.

Even so, the extent of last week's gilt sell-off has to be considered in the context of the steady increase in gilt prices since the Tories' election win on April 9. Prices are still much higher than on election day, with yields correspondingly lower. In the 10-year area, gilts are now yielding about 9.1 per cent, compared with 9.8 per cent on the day of the poll.

All this supports the thesis that many investors are looking for a trend in Britain towards lower inflation and interest rates –

factors generally perceived as being helpful to gilts – should continue with or without Emu.

That appears to be the view of the Bank of England, which on Friday signalled a "business as usual" approach by announcing an auction on June 24 of an expected £5bn or so of bonds maturing between 2007 and 2012. Details of the specific stock and the amount to be auctioned are to be announced on June 16. Plans for the auction were well received in the market – the type of stock is expected to be fairly easy to sell – and prices edged up.

The auction announcement came after the Bank said about £400m of 9 per cent conversion stock due 2004 that had been available to the market for over a week. It had been the residue of an £800m tranche of bonds announced on May 22.

During the week the Bank also

gave details of gilt sales in April – when demand for the

securities was exceptionally strong. Net gilt sales (taking into account redemptions) during the month were about £4.4bn, of which £3.1bn were sold to UK non-bank investors and £464m overseas.

Peter Marsh

## US MONEY AND CREDIT

## Jobs data bring muted response

THE US Treasury bond market offered only a muted response on Friday to worse-than-expected jobs data for May.

The US unemployment rate in May rose from 7.2 per cent to 7.5 per cent, its highest level since 1984. But the jittery market, uncertain about the path of US monetary policy, did not stage the kind of rally that would normally be expected.

Instead it managed to mark the price of the benchmark 30-year Treasury bond less than ½ point higher, to yield 7.84 per cent.

The lack of enthusiasm for data that would normally stir traders to chalk bond prices higher – in the hope that more stimulation of the economy may be needed – was widely perceived as a signal that many investors have now given up hope of a further easing of interest rates by the Federal Reserve in the near future.

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By: The Chase Manhattan Bank, N.A.  
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June 8, 1992



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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES AND MONEY MARKETS

## Focus on jobs data

ALTHOUGH the markets reacted pessimistically to Friday's non-farm payroll data for May, traders will probably assess the finer details of the indicator this week, totes James Blitz.

But Michael Feeney, of Sumitomo Bank, believes that the upward revision for the April payroll to 182,000 from 126,000 makes the overall picture brighter, and expects the markets to respond to this more fully. "If you average out the revisions it all adds up," he says. "The Fed needs more than weak money supply figures for an easy, but these jobless figures are not weak enough for that."

Trading in European Monetary System currencies is also certain to dominate attention, after Denmark's decision not to participate in European Monetary Union caused a flight into D-Marks. The German currency's rise appeared to be firmly based by the weekend. The UK's retail prices index due out on Friday, which is expected to show a second consecutive monthly rise, could shake sterling further.

Analysts said that there was renewed pressure on the Federal Reserve to ease interest rates and boost recovery after the non-farm payroll report showed that US unemployment had surged to

UK clearing bank base lending rate

10 per cent

from May 5, 1992

There are plenty of other US statistics for the market to chew on in the week, including May's producer prices figures due out on Thursday and the same month's consumer prices figures due to be released at the end of the week. But last Friday's non-farm payroll report had been seen as a vital indicator of the strength of the US recovery, and will still need digesting by dollar investors.

Analysts said that there was renewed pressure on the Federal Reserve to ease interest rates and boost recovery after the non-farm payroll report showed that US unemployment had surged to

## S IN NEW YORK

June 5 Close Previous Close  
1.0300-1.0320 1.0260-1.0270  
1.0110-1.0120 1.0050-1.0070  
12 months 0.98-0.9850 0.975-0.9850

Forward premiums and discounts apply to the US dollar

## STERLING INDEX

June 5 Previous  
8.30 92.4 92.4  
10.00 92.4 92.4  
11.00 92.4 92.4  
12.00 92.4 92.4  
2.00 92.4 92.4  
3.00 92.4 92.4  
4.00 92.4 92.4

Margins: Gains/losses: average 1980-1991: 100.00. \*Yields of Capital Trust (Bank of Tokyo, Deutsche Bank, Banque de Paris et Morgan Guaranty Trust).

Forward premiums and discounts apply to the US dollar

10 per cent





## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

4:00 pm prices June 5

**Continued on next page**



## MONDAY INTERVIEW

# Advocate of evolving intervention

Dominique Strauss-Kahn, the French industry minister, talks to William Dawkins, Andrew Gowers and Ian Davidson

**M**r Dominique Strauss-Kahn, France's forceful young industry minister, has little time for free-marketeers who lambast the French government for propping up state-owned industries.

"My personal conviction is that we are living in the last part of the ultra-liberal phase which began in California in the mid-1970s," says Mr Strauss-Kahn, 43, who emerged from relative obscurity a year ago to become French industry and foreign trade minister and one of Europe's most articulate advocates of an active industry policy.

"If the 1980s were dominated by financial questions and financial regulations, the 1990s will be the time for states to intervene in industry in the same way as they do in finance, as regulators - but not just as regulators, as co-ordinators as well," he says.

Whether you agree with Mr Strauss-Kahn or not - and plenty of private sector financiers and industrialists in France do not - his views are worth listening to. If the Maastricht Treaty on monetary and political union were implemented by EC member states, the European Community would have the legal power, for the first time, to seek to improve industry's competitiveness. Even if last week's Danish vote has thrown the process into turmoil, Mr Strauss-Kahn will be pushing industrial policy hard, both at home and in the EC, in the years ahead.

Mr Strauss-Kahn is a typical member of the highly educated élite that runs France, both in and beyond government. Trained as a lawyer, the former university economics professor was chairman of the parliament's economics commission before becoming industry minister. Fond of good food and skiing, he is married to Ms Anne Sinclair, one of France's best-known female television interviewers.

Since his appointment in spring 1991 by the former prime minister, the industrially interventionist Mrs Edith Cresson, Mr Strauss-Kahn has been unusually prominent for a French industry minister - traditionally a low-profile job. In the past, industry strategy tended to be set by the prime minister and finance minister. Mr Roger Fauroux, his predecessor, once said he saw his job as being like the chief execu-



**'We cannot take our cue from the markets alone'**

vite of a diversified holding company. By contrast, Mr Strauss-Kahn is one of the thinkers behind the controversial plan to reorganise the French state electronics industry to create an electronics-to-nuclear-energy group, an example of what he means by "co-ordination".

That plan, for a merger of Thomson Consumer Electronics (TCE), the loss-making manufacturer of audiovisual equipment and home appliances, and CEA-Industry, a nuclear fuel and reactor group, sparked off a debate in France over how far interventionism should be allowed to go. The project has since been scaled down by Mrs Cresson's successor, Mr Pierre Bérégovoy. Now the nuclear energy group is expected to take a minority stake in TCE.

Yet the fact that Mr Strauss-Kahn kept his job at all under the new prime minister in the April government reshuffle underlines how important industrial strategy remains in France, even after the relative retreat of state interventionism.

"Why should the state be more passive than a private shareholder? It can manage well or badly, but it is not being interventionist in itself to try to manage one's assets as efficiently as possible," says Mr Strauss-Kahn.

The minister has no patience with criticisms of the logic behind the proposed link between a maker of washing machines and a nuclear research body. Mr Strauss-Kahn, highlighting two controversial private sector link-ups, says: "Look at Siemens and Nixdorf, or the alliance between Volvo and Procordia. They might be good choices or bad ones, but nobody questions that they are legitimate."

At the same time, he is pragmatic over how far the state should wield influence. He openly admits that state ownership is a second-best solution for companies unable to flourish under private ownership. "I say 'yes' to state ownership as a matter of principle, but because it is appropriate for a country like France with its history, culture and state of development. Once you have said 'yes' to this question, the behaviour of the state must be that of a shareholder who is as wise as possible, acting in the interests of those who have accorded it power, in this case the whole of the French people," he explains.

State funding, by contrast, is

ments that have left technology development to the mercy of market forces, he argues.

Certainly, it is harder to decide just where governments have a duty to intervene. "There are no absolute rules to determine what is a strategic industry... What is strategic or not, what requires intervention or not, does evolve," says Mr Strauss-Kahn.

Of course, it is up to the government to decide what is strategic. Broadly, he sees three kinds of business in which governments can legitimately act as guardians of national interests: defence; sectors where technological independence should be guaranteed; and vital supplies such as oil and nuclear energy.

On oil, Mr Strauss-Kahn sees no ideological difference between the French state's desire to wield some control over oil companies and the way in which the US or Saudi governments defend the interests of their own oil producers.

This explains why, for example, the French government is happy to reduce its direct stake in Total, the oil group, to a mere 5 per cent, but will still keep the right to nominate the chairman and vet its international agreements.

There is no doubt that the frontiers of strategic industry are on the move, as shown by the government's programme of partial privatisations, in which it is prepared to sell up to 49 per cent of state-controlled companies.

Revealingly, Mr Strauss-Kahn's thumbnail definition of today's strategic sectors does not apply to huge chunks of current French state industry such as cars, steel, insurance and banking. But he is not naive enough to broadcast in advance which privatisations will follow the partial sales that have already been made at EDF. Total's larger state-controlled rival, and at Credit

Local de France, a local authority bank.

Yet the case of Renault, the symbol of French industrial policy, does illustrate his general strategy. Here Mr Strauss-Kahn favours the state-owned carmaker's alliance with Volvo, the Swedish car group, because the basic business of carmaking can no longer be said to be strategic. But that does not mean that the government has completely lost interest. Instead, its interest has become more selective, shifting from basic manufacturing to electronic components, for example, he says.

The overall impression is of a pragmatic, sometimes opportunistic approach to industrial issues. Successful or not, the image of French industry policy embodied by the eloquent Mr Strauss-Kahn is very different from that of 10 years ago.

The aim used to be to keep inefficient manufacturers alive; today, Mr Strauss-Kahn sees his job as nudging the public sector into a high-technology world, in competitive shape.

## PERSONAL FILE

1949 Born Neuilly-sur-Seine. Educated Lycée de Montrouge and Lycée Carnot, Paris. University of Paris X-Nanterre, bachelor of law; diploma from Ecole des Hautes Etudes Commerciales.

1961 Professor at University of Paris X-Nanterre.

1964 Deputy planning commissioner.

1968 Socialist member of parliament, Haute-Savoie.

1969 Member of parliament, Val d'Oise. President of parliamentary finance commission.

1981 Minister of industry and foreign trade.

Strauss-Kahn, with barely disguised condescension. "But real life is far from the theoretical world in which we would like to live," he says. In real life, he adds, market forces are imperfect: today's sophisticated industrial products tend to emerge more as a result of costly research and development, than in response to consumer demand.

"We cannot take our cue from the markets alone for very long-term or risky decisions." Governments that have lent a helping hand to emerging industries have gained a competitive edge over govern-

ments that have left technology development to the mercy of market forces, he argues.

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# Oregon blazes an electronic trail

**A** top the Art Deco Capitol building in Salem, Oregon, a golden statue of a rugged settler symbolises the state's pioneering spirit. The old frontier is closed, but the state's leaders are still finding new trails to blaze.

The hottest idea in American politics is Mr Ross Perot's proposed "electronic townhall". The Texas billionaire and likely presidential candidate believes the US can solve its economic and social problems only if politicians use electronic technology to consult regularly with the people. Barbara Roberts, the governor of Oregon, has already conducted just such an exercise, known as "The Conversation".

When Oregonians elected Ms Roberts, a liberal Democrat, to the governorship 18 months ago, they simultaneously passed Measure 5, a tax initiative that sharply cut local property taxes and shifted responsibility for financing education to the state government. Ms Roberts had ambitious plans for improving state services, but was faced with a prospective budget deficit in the biennium beginning next year of about \$1bn, or nearly 20 per cent of revenue. She says she undertook state-wide electronic consultations for two reasons. She sensed unease among voters over the proposed budget deficit.

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